THE SPONSOR PROGRAM: FACILITATING ANTICIPATORY SOCIALIZATION FOR PERSONNEL BEING TRANSFERRED IN THE UNITED STATES COAST GUARD

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THESIS

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FACILITATING ANTICIPATORY SOCIALIZATION
FOR PERSONNEL BEING TRANSFERRED
IN THE UNITED STATES COAST GUARD

by

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by

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requirements for the degree of

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This thesis examines one way in which the U.S. Coast Guard can help facilitate the transition of personnel being transferred on PCS moves. Specifically, it focuses on the Sponsor Program and the anticipatory socialization of the member being transferred. A description of each of the other military services' Sponsor/Indoctrination Programs is included, as well as some of the relocation programs used in the civilian community. The results from a survey of a sample of Coast Guard units provide information on the reactions and feelings of Coast Guard personnel towards the Sponsor Program, and provide empirical support for theoretical propositions about links between the Sponsor Program, transition smoothness and job satisfaction. In the concluding chapter, the author makes recommendations for how the Coast Guard can improve the Sponsor Program and potentially increase both job satisfaction and retention of personnel in the Coast Guard.

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I. INTRODUCTION

A. GENERAL

In the past few years retention of military personnel in the U. S. Armed Forces has become a top priority matter. Military people have been leaving the nation's armed services at an alarming rate, with an ever increasing number deciding to get out after they have already served anywhere from 4 to 15 years. As a result, critical personnel shortages are present in all of the services. The U. S. Navy, for example, has a shortage of 20,000 qualified petty officers [Maze, 1980]. Likewise, the U. S. Army lacks more than 8,500 non-commissioned officers, the Marine Corps is short approximately 7,000 pilots and technicians, and the Air Force is short approximately 3,000 pilots and engineers [Abrams, 1980]. The Coast Guard too has experienced this problem. On 3 April 1980, a U. S. General Accounting Office (GAO) report entitled The Coast Guard - Limited Resources Curtail Ability to Meet Responsibilities, was released which stated that the retention rate for Coast Guard personnel ending their first enlistment dropped to 15.8% in 1979, compared to 28.6% in 1976 [U. S. General Accounting Office, 1980]. The report also stated that the retention rate for those personnel finishing second or later tours dropped to 64.8% in 1979, compared to 87.5% in 1976. This large loss of the people who would normally be considered "career oriented" (those who have already re-enlisted

once) has caused a rapid decline in the experience level of the Coast Guard's middle and senior enlisted ranks. By the end of 1980 approximately 48% of the Coast Guard's enlisted personnel will have less than two years experience, which will undoubtedly have an impact on the effectiveness of the Coast Guard to carry out its many and varied missions [U. S. General Accounting Office, 1980].

Numerous articles, papers, studies, etc. have been published in the last couple of years concerning the possible factors contributing to the military's retention problem. Just some of the factors that have been mentioned are low pay, a decrease in military benefits, too long of working hours, extended separation from family, and frequent changes of duty station (transfers). In this thesis, the author is concerned with the last factor just mentioned: the transfer of personnel.

Probably more unique to a military unit than any other organization is the high turnover rate of its personnel due to transfers. Personnel transfers are an accepted part of military life. Anyone who has served in the armed forces has experienced having to pack up, move, and start anew in a different setting every few years. For many people anxiety, frustration, and stress accompany this period of transition. In addition, transfers not only affect the military member, they also affect the spouse and/or family of that member as well.

B. SCOPE OF THE THESIS

In this thesis the actions that are taken by the U. S. Coast Guard to ease this period of transition are examined. Specifically, it focuses on the Coast Guard's Sponsor Program. The Sponsor Program is a program under which an individual, upon receipt of permanent change of station (PCS) orders to a new duty station or unit, is assigned a person from the new unit to serve as a "sponsor" to assist the new member in making the move from the old unit to the new unit. While the Sponsor Program does not cover the entire transition period, it is focused on the first critical phase - the anticipatory socialization phase [Merton, 1957; Van Maanen, 1976]. This is the period of time beginning when people get their orders and lasting until they arrive at their new duty station. This phase does not include the part of the transition period that occurs after the people arrive at their new duty station.

The author proposes that by using the Sponsor Program, information can be provided to a person being transferred which will result in a smoother and easier move from one duty station to another. It is also proposed that the easier the move is, the more satisfied the individual will be with the specific job and with the military as a way of life. This can be of vital importance, especially in light of the retention problems that exist today within the U. S. Coast Guard and the other military services.

It is the author's aim to provide (1) both theoretical and empirical support for the Sponsor Program and its link to transition smoothness, job satisfaction, and retention, (2) an evaluation of the present Coast Guard Sponsor Program, and (3) some recommendations for improving the Sponsor Program.

C. ORGANIZATION OF THE THESIS

In Chapter II, the literature on "career transitions" is reviewed and its relationship to the Sponsor Program discussed. This is followed in Chapter III with a look at the other major military services' Sponsor/Indoctrination Programs and relocation programs and services utilized by the civilian sector. Chapter IV describes the Coast Guard's Sponsor Program and a few of the other Coast Guard programs (both already in effect and proposed for the future) designed to ease the relocation of its members due to transfers.

Chapters V and VI focus on a survey which was sent out to a sample of Coast Guard units to collect information on the actual use of the Sponsor Program. In addition, the survey collected information on the reactions, attitudes and feelings of Coast Guard personnel towards the Sponsor Program (both at the Commanding Officer level and at the individual level), which could be used to assess the relationship between the many different aspects of the Sponsor Program and transitions in general. Chapter V discusses the survey itself - why and how it was done. In Chapter VI the findings and the results of analysis of the data obtained from the survey are presented.

In Chapter VII the author then presents some conclusions based on the information and data discussed in the first six chapters, and provides some recommendations for improving the Coast Guard Sponsor Program.

In his 1980 "State of the Coast Guard" address, Admiral John B. Hayes, Commandant of the U. S. Coast Guard, stated several specific goals he hoped the Coast Guard could accomplish in the next few years. The first goal was "to make major improvements in the quality of life for. . . [Coast Guard] people as well as improving job satisfaction and career opportunities . . . ." The Coast Guard "must retain more of. . .[its] experienced people and thus help preserve the professionalism the 80's will demand" [The Bulletin, 1980, p. 18]. It is hoped that this thesis will contribute to the achievement of that goal by providing recommendations that can lead to increased job satisfaction for all Coast Guard personnel.

II. CAREER TRANSITIONS

In this chapter some of the literature on career transitions will be reviewed. This will be followed by a discussion of the relationship between the literature and theory and the Sponsor Program itself. Chapters III and IV will then focus on specific types of Sponsor and Relocation Programs as they exist in the military and civilian sectors.

In the first part of this chapter a definition of "career transition" and a discussion of the factors that may affect it will be presented. Next, a description of the three main phases in the transition process will be reviewed, followed by a more in-depth look at the initial phase and its relationship to the Sponsor Program.

A. GENERAL

> In the past 50 years, the norm of holding one job or remaining with one work organization for life has given way to a pattern of periodic job changing [Louis, 1980b, p. 329].

Most working people today change jobs several times in their lifetime. A "career transition" can be defined as the period of time during which an individual is changing his occupation or job - starting from when an individual knows he will be leaving the old job, and ending not when he arrives and begins his new job, but when he is successfully integrated into the new job and accepted by the organization.

The duration of this period will vary depending upon the person making the transition and the amount of difference experienced by the transitioner between old and new jobs [Louis, 1980b]. For example, it is generally accepted that it takes longer to complete a transition to a strange and unfamiliar job than to one that is familiar or similar to the last job.

Individuals and organizations both have certain needs. For an organization, there are the needs to recruit, hire, manage, train, and develop human resources in order that the organization can maintain its effectiveness, survive, and grow. For an individual, there are needs to find work which can provide security, challenge, and opportunities for self-growth and development [Schein, 1978]. The length of the period of transition will vary also depending upon how well both the transitioner's and organization's needs have been met. If both the individual and the organization are aware of each other's needs, they can work together to help meet the other's needs as well as their own. If the needs of both the individual and organization can be met, "both the organization and the individual will benefit - increased productivity levels, creativity and long-range effectiveness for the organization and job satisfaction, security, optimal personal development and optimal integration of work and family for the individual" [Schein, 1978, p. 5].

As an example, the new organization must be aware that the needs of individuals are derived "not only from the individual's working life, but also, from the interaction within the total 'life space' issues of work, family, and self-development" [Schein, 1978, p. 17]. The new organization must realize that it must not only take into account the individual, but also the people who play a major role in his/her life - the spouse, the children, etc. Job changes cause significant stress for both the transitioner and his/her spouse [Dohrenwend and Dohrenwend, 1974], and unless the family needs of the transitioner are at least minimally met, the transitioner will not become an effective worker because he/she will be emotionally pre-occupied with family issues.

> Personnel and family constraints cannot be viewed as unrelated to work concerns. People do not live neat, compartmentalized lives in which each separate concern operates within a closed system [Van Maanen, Schein and Bailyn, 1977, p. 5].

Schein [1978, p. 53] also states that:

> The most important point to be noted . . . is that marriage and parenthood involve major commitments to other people and that these commitments impose constraints on the person far beyond those imposed by a job or career.

The length of the period of transition will also depend upon how well the expectations of both the individual and the organization have been matched. Just as individuals and organizations both have certain needs, they both also have certain expectations concerning the transitioner's entry into the organization. False expectations occur when the expectations of the transitioner do not correspond to those of the

organization. By matching the transitioner's expectations with those of the organization the build-up of false expectations by the transitioner can be kept to a minimum. The fewer false expectations that exist on the part of the transitioner the less of a "reality shock" [Hughes, 1958] the transitioner will experience upon entering the organization and the quicker and easier the transition may be.

B. ORGANIZATIONAL SOCIALIZATION PHASES

The term "organizational socialization" is used to describe the process by which a person making a career/job transition is taught and/or "learns the ropes" of an organization [Schein, 1968; Van Maanen, 1976; Van Maanen and Schein, 1979]. It is the process by which an individual acquires the social knowledge, skills, and abilities necessary for assuming a job and for participating as an organizational member. As is shown in Figure 1, this "organizational socialization" period can be broken down into 3 distinct phases or stages.

1. Phase One

The first phase has been labelled the "anticipatory socialization" phase [Van Maanen, 1976], the "getting in" phase [Feldman, 1976], the "pre-arrival" phase [Porter, Lawler and Hackman, 1975], and the "entry" phase [Schein, 1978]. Although each author has a different name for this initial phase, all refer to the same period of time: the period prior to actual entry into an organization in which an individual prepares to occupy organizational roles and positions.

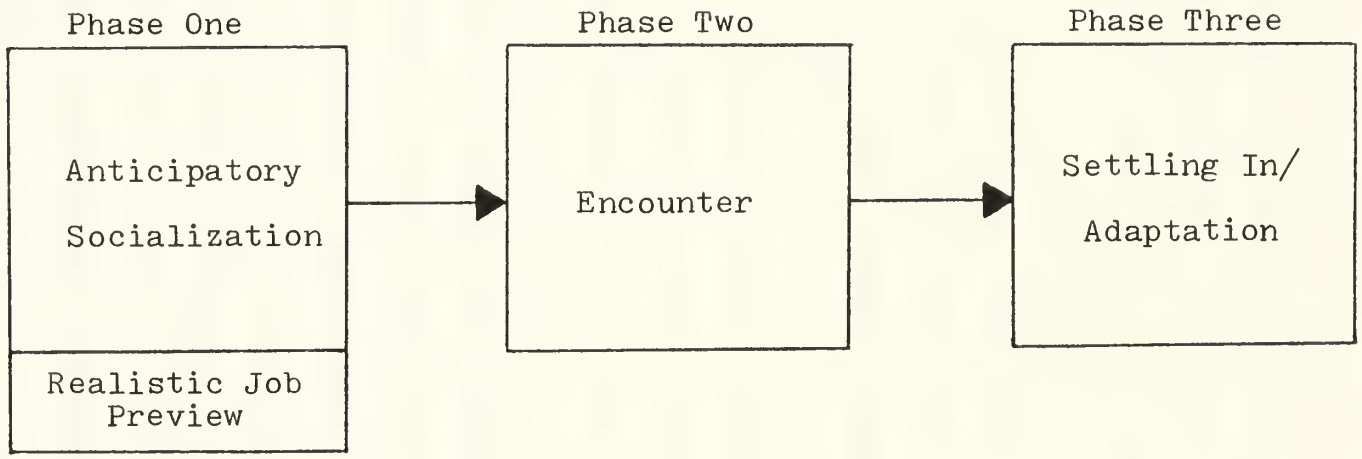

FIGURE 1. ORGANIZATIONAL SOCIALIZATION PHASES

The only slight variation to this is Schein's "entry" phase which also includes the individual's actual entry into the organization. The basic theme throughout the literature on this initial socialization phase is that of "expectations." It is during this phase that transitioners develop desires and expectations about their new job and/or position. The transitioner's "success depends upon the extent to which the aspiring member has anticipated correctly the expectations and desires of the organization" [Van Maanen, 1976, p. 84]. If during this period the transitioner does not have realistic or enough information on which to base his/her expectations, false or unrealistic expectations on the part of the transitioner may result. These unrealistic expectations "may be a source of tension and possibly a major obstacle in the socialization process" [Van Maanen, 1976, p. 98]. The more accurate information that a person receives during this phase concerning what to expect in the new organization the better he/she will be able to cope with the new job [Ilgen and Seely, 1974] and the smoother the socialization process will be.

One method used during the anticipatory socialization phase to promote more realistic pre-entry job expectations is Realistic Job Preview (RJP). RJP is designed to increase job satisfaction and reduce "subsequent unnecessary turnover caused by the disappointment of initial expectations inflated by traditional recruitment" [Wanous, 1980, p. 41]. The approach that many organizations use when presenting themselves

to potential or new members is the traditional approach of "selling" the organization. This "selling" of the organization "involves two actions: (1) only positive characteristics are communicated to outsiders rather than those things insiders find dissatisfying about the organization, and (2) those features that are advertised may be distorted to make them seem even more positive" [Wanous, 1980, p. 34-35]. This approach is designed to attract as many people as possible. What this practice does, however, is inflate the person's expectations of their new job or organization with the result that after the person arrives in the new organization he/she becomes very disappointed because their expectations cannot be fulfilled.

Rather than "selling" the job or organization, RJP provides the new member with "all pertinent information without distortion" [Wanous, 1980, p. 37]. RJP describes the job or organization in factual, rather than idealized, terms. This provides the new member with a "truer" picture of just what to expect in the new job or organization. This leads to more realistic expectations on the part of the transitioner. Wanous [1977] has found that this realism is negatively associated with turnover.

One explanation for the effect that RJP has on turnover is that RJP lowers the individual's initial expectations. RJP tends to "vaccinate" the person against the negative aspects of real organizational life - in other words, provide

the person with a small dose of organizational reality in an attempt to lower initial expectations [Wanous, 1977, 1980]. These lower expectations are more likely to be met than are higher expectations, met expectations lead to satisfaction, and satisfaction is inversely related to turnover [Ilgen, 1975; Mobley, 1979].

2. Phase Two

The second phase, most commonly called the "encounter" phase [Van Maanan, 1976; Porter, Lawler and Hackman, 1975] begins at the time the transitioner first enters the organization. Other names that have been used to describe this phase are the "breaking in" phase [Feldman, 1976], and the "socialization" phase [Schein, 1978]. It is during this phase that the transitioner will actually experience "reality shock" [Hughes, 1958; Van Maanen, 1976], the amount depending largely upon the degree to which the transitioner has correctly anticipated the expectations of the organization. Although some amount of "reality shock" is to be expected in any transition, too much can have a negative effect upon the transitioner if he/she is unable to adapt to or to accept the differences between his/her expectations and reality. This could lead to a lack of commitment, lack of loyalty, lack of job satisfaction, or ultimately resignation by the transitioner.

This phase also includes what the transitioner does to cope and adapt to the new organization and work setting. It involves learning the "ground rules under which everyday

conduct is managed" [Van Maanen and Schein, 1979, p. 212]. Learning what has to be done to make it in the organization, how to get along with people in the organization, and how to do one's job correctly are all included in the "encounter" phase.

3. Phase Three

What constitutes the third and final phase of organizational socialization differs depending upon the author cited. It has been termed the "settling in" phase [Feldman, 1976], the "change and acquisition" phase [Porter, Lawler and Hackman, 1975], "metamorphosis" [Van Maanen, 1976], or the "mutual acceptance" phase [Schein, 1978].

Feldman's final phase "settling in" is concerned with the period of time that a person is involved with the resolution of two important conflicts that always seem to arise during a transition. "The first is how work life in the new organization fits in with one's life interest outside of work. The second is how the newcomer resolves all the varieties of conflict at the work place itself" [Wanous, 1980, p. 175]. According to Feldman [1976, p. 77], once a transitioner "has entered an organization and come to some tentative resolution of adjustment problems in his/her own work group," he will then be able to resolve the two conflicts mentioned, at the conclusion of which he will be "settled in" to his new job or position.

Porter, Lawler, and Hackman's final phase in the organizational socialization prccess is called "change and acquisition." Following entry into the organization, a transitioner undergoes four areas of change to become fully integrated into the organization. First, the transitioner's self-image is altered. "This depends on the age and previous working experience of the newcomer. The younger and less experienced someone is, the greater the change in self-image during socialization" [Wanous, 1980, p. 177]. Second, the transitioner will form new relationships inside of the new organization. Third, the transitioner will adopt new values. And finally, the transitioner will acquire a new set of behaviors based on his/her experiences and observations in the new organization. When the transitioner has experienced these changes, he will have completed the organizational socialization process.

According to Van Maanen, "metamorphosis" marks the passage of the transitioner from being a newcomer or outsider to being an insider. "Metamorphosis" is thus more a state of being than a phase [Louis, 1980a]. After a certain time in an organization (the length of which will vary depending upon the individual and the organization), certain formal and informal events occur that demonstrate to the transitioner that he/she has been granted full-fledged membership into the organization. Once the transitioner has experienced these

events, he is accepted as an insider by the organization and the transition process is considered complete.

> Such transitions may involve the giving of title, extra rights, or the sharing of information which previously had been withheld. Thus, these events celebrate a sort of individual metamorphosis. They signify that the member now has the skills, knowledge, and motivation to occupy a particular role [Van Maanen, 1976, p. 101].

Schein's final phase, "mutual acceptance," is very closely related to Van Maanen's except that Schein's phase includes the actual events and various processes that take place in granting full-membership to the transitioner. "Mutual acceptance" thus is the time period that immediately follows the "encounter" phase but immediately precedes Van Maanen's state of "metamorphosis." Upon completion of "mutual acceptance," the transitioner will have made the transition from newcomer to insider and reached the state of "metamorphosis" with the organization. Schein says that a psychological contract is formed between the organization and the transitioner during this phase, and that this informal contract signifies the mutual acceptance of each other. Through various symbolic and actual events - positive performance appraisal, salary increases, new job assignments, sharing of organizational "secrets," initiation rites, promotions, etc. - the organization communicates to the individual that he/she has been accepted. The individual, in turn, communicates through certain actions - deciding to stay in the organization, having a high level of motivation and commitment,

showing a willingness to accept a certain amount of undesirable work - that he/she has accepted the organization. Only when this psychological contract has been completed does the transitioner become a fully accepted member of the organization. The completion of this phase signifies "that there is enough of a match between what the individual needs and expects and what the organization needs and expects to continue the career in that organization" [Schein, 1978. p. 82].

This section has reviewed the three phases of the organizational socialization process - the "anticipatory socialization" phase, the "encounter" phase, and the "settling in" or "metamorphosis" phase. It should be pointed out that the length of each of the phases mentioned is primarily based upon events that occur, rather than just upon the passage of time. This is so because although each transitioner must go through the events of each phase to progress to the subsequent phase, each transitioner will do so at his/her own pace. Upon completion of the three phases, the individual will have made the transition from "outsider" to "insider" and become an integrated member of the organization.

C. ANTICIPATORY SOCIALIZATION AND THE SPONSOR PROGRAM

The "anticipatory socialization" phase, or pre-arrival phase, is extremely important because, as was pointed out earlier in this chapter, it is during this phase that the

transitioner develops needs, desires, anxieties and expectations concerning his new job and organization. "The kinds of expectations and general background a person brings to the organization will be a major factor in determining how he reacts to the organization" [R. Hall, 1977, p. 115]. While the new organization cannot do anything with regard to the background, knowledge and previous experiences held by the transitioner once the transitioner has been selected for the job, it can play a significant role in the determination of expectations and in the reduction of the amount of "reality shock," frustration, and anxiety the transitioner will experience. It should be mentioned at this point that all anxiety is not considered bad - some amount of anxiety might actually be good or beneficial depending upon the individual. It is when there is "excessive" anxiety that it is considered to be detrimental to the individual. Thus, as used here, anxiety means "excessive" anxiety.

For the military, one way in which the anticipatory socialization process is facilitated is by the Sponsor Program. Each of the military services (i.e., Navy, Army, Marine Corps, Air Force, Coast Guard) has their own specific Sponsor Program. Although each of the Sponsor Programs differ in requirements and procedures, all do have the same basic purpose. Through the Sponsor Program someone who is being transferred to a new duty station or unit is assigned a person from the new unit who can provide information and assistance to help the new

member in making the transition from his old unit to his new unit. Inherent in the Sponsor Program is the belief that by assigning a sponsor from the new unit (i.e., an "insider") to help and assist the new member, the transition will be smoother, easier, and more enjoyable for that new member.

The Sponsor Program provides the transitioner with a means of obtaining information in advance of his actual arrival at his new job or unit. This author feels the Sponsor Program can help in both establishing realistic expectations on the part of the transitioner and in reducing the anxiety level of the transitioner by providing a means by which the transitioner can receive information on not only job related matters but non-job related matters as well (e.g., geographical area, housing market, etc.). The transitioner undoubtedly has many questions about what his new job will be like, what his working hours will be, what he will be required to wear, etc. In addition, he will most likely be curious as to what the new location he will be living in will be like, what the housing market is like, what the schools are like, what recreational facilities are available, etc. From past experience it seems clear to this author that the transitioner must attend to family and personal matters as well as finding out about the new job itself. Through the use of the Sponsor Program and a sponsor from the new unit, the military transitioner can get answers to most, if not all, of the questions he/she may have.

Just as it is important for the transitioner to try and find out as much information as possible, it is also important for the new organization to provide that information and help the transitioner in his move. Depending upon the amount and type of information provided by the organization, the transitioner will develop certain expectations about that organization, his new job, etc. The less effort that the new organization makes to provide the transitioner with accurate and honest information on which to base his/her expectations, the greater the chances that later on his/her expectations will not be met. This could lead to a lack of job satisfaction and eventually the loss of that person as a member of the organization. Numerous studies have indicated a negative relationship between satisfaction and turnover [Mobley, 1979]. For the military, the Sponsor Program can be used as a form of RJP to ensure that transitioners have realistic information about their new duty stations. Ilgen and Seely [1974] have shown that new members can benefit from this type of information at any time prior to actual entry into the organization.

One model of career transitions suggests that there are two major categories of factors which contribute to the quality of career transitions. These categories are: (1) Individual Attributes, and (2) The Support Network [Kayler, Froehlich and Reily, 1980]. The "Individual Attributes" are a cluster of "internal" personal factors and qualities that an individual brings with him/her into the new

job setting/environment. These include: Maturity, Experience; Technical Expertise/Competence; Cultural/Social Adaptability; Religion; Mind Set; Individual Preparation; Physical Health; and Sense of Humor. The "Support Network" is made up of factors "external" to the individual which influence the transitioner's adaptation to the new environment and thus the quality of the transition. These external factors are: Family; Friend and Confidant; Peer; Organizational Preparation; and Working and Social Climate. The factor "Working and Social Climate" includes both the physical working conditions present and the degree of social interaction permitted in an organization. As is shown in Figure 2, for a person making a transition, the Sponsor Program can provide a bridge between the "Support Network" and "Individual Attributes." More specifically, the Sponsor Program can bring together the "Organizational Preparation" and "Peer" factors with the "Individual Preparation" and "Mind Set" factors. "Organizational Preparation" and "Individual Preparation" are the actual steps the new organization and the individual take, respectfully, to prepare for the entry by that individual into the organization. "Mind Set" refers to the attitudes, preconceptions, expectations, and apprehensions the transitioner has concerning the new job and/or the people whom he/she will be working with. "Peer" refers to the amount of support and assistance a person receives from his peers in the workplace. An effective Sponsor Program can (1) provide a means by which both the

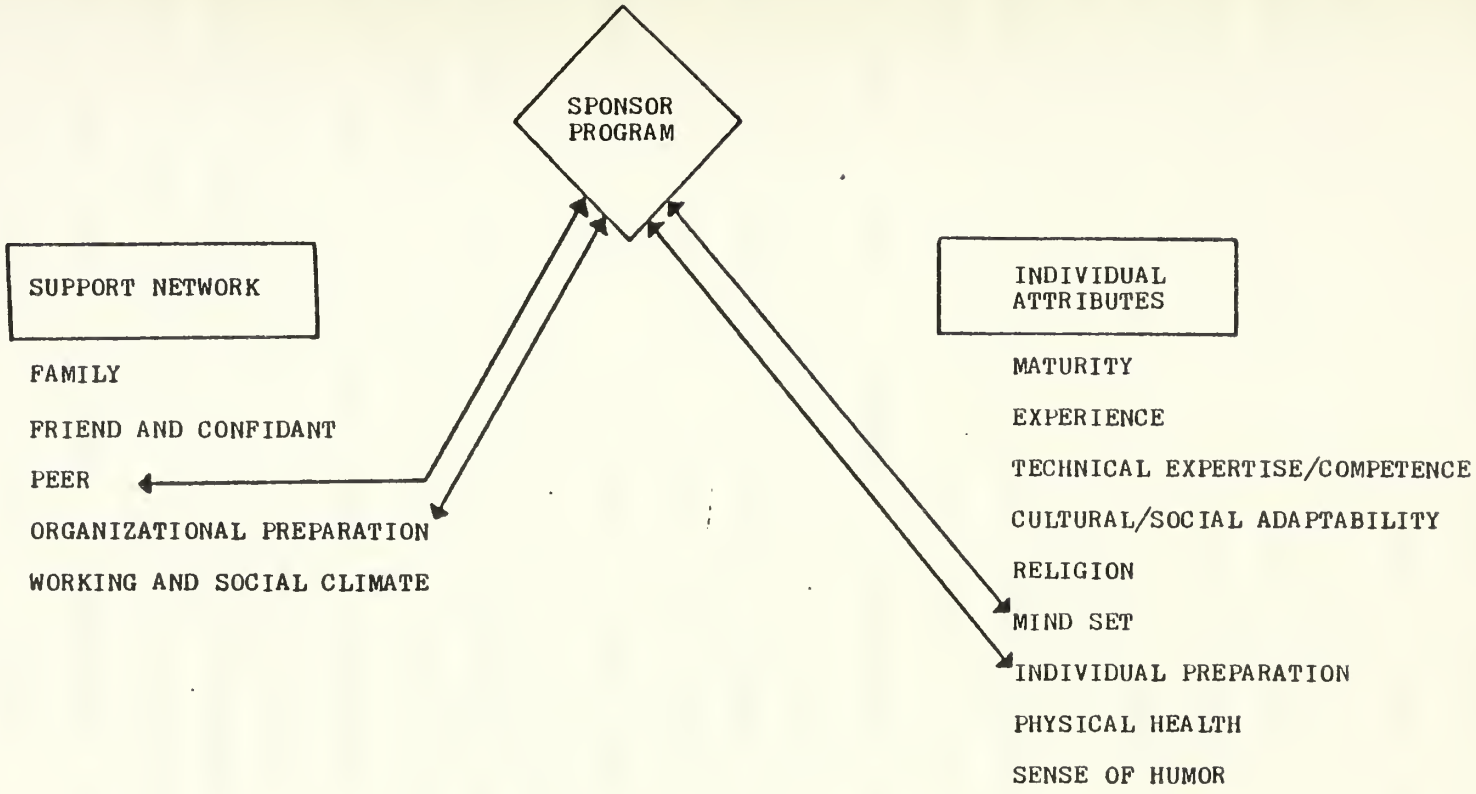

FIGURE 2. TRANSITION FACTORS AND THE SPONSOR PROGRAM

organization and transitioner can prepare for the transitioner's arrival and entry into the new organization; (2) provide information to the transitioner so that preconceptions and expectations - Mind Set as it has been called here - represent an accurate view of the new job or organization; and (3) provide an initial peer link between the transitioner and the people he will be working with in the new organization. An effective Sponsor Program can thus facilitate the transition process for both the new organization and the individual.

Another theory on career transitions states that "change," "contrast," and "surprise" all play a part in the transition process [Louis, 1980a]. "Change" is defined as the set of objective differences between the old and the new job. "Contrast" also represents differences between the old and new job - but is personally, rather than publicly, noted. It is subjective in nature. "Contrast" is how the individual personally defines the situation, and is not usually knowable or predictable in advance. If two individuals were to undergo the same transition, "change" would be the same for both, but "contrast" would be different depending upon the individuals. The third feature, "surprise," is the difference between a transitioner's anticipations about his/her experiences in the new job and his/her subsequent actual job experiences. "Surprises" can be both positive and negative. Figure 3 illustrates the relationships between "change," "contrast," and "surprise" and the old and new jobs. The Sponsor Program

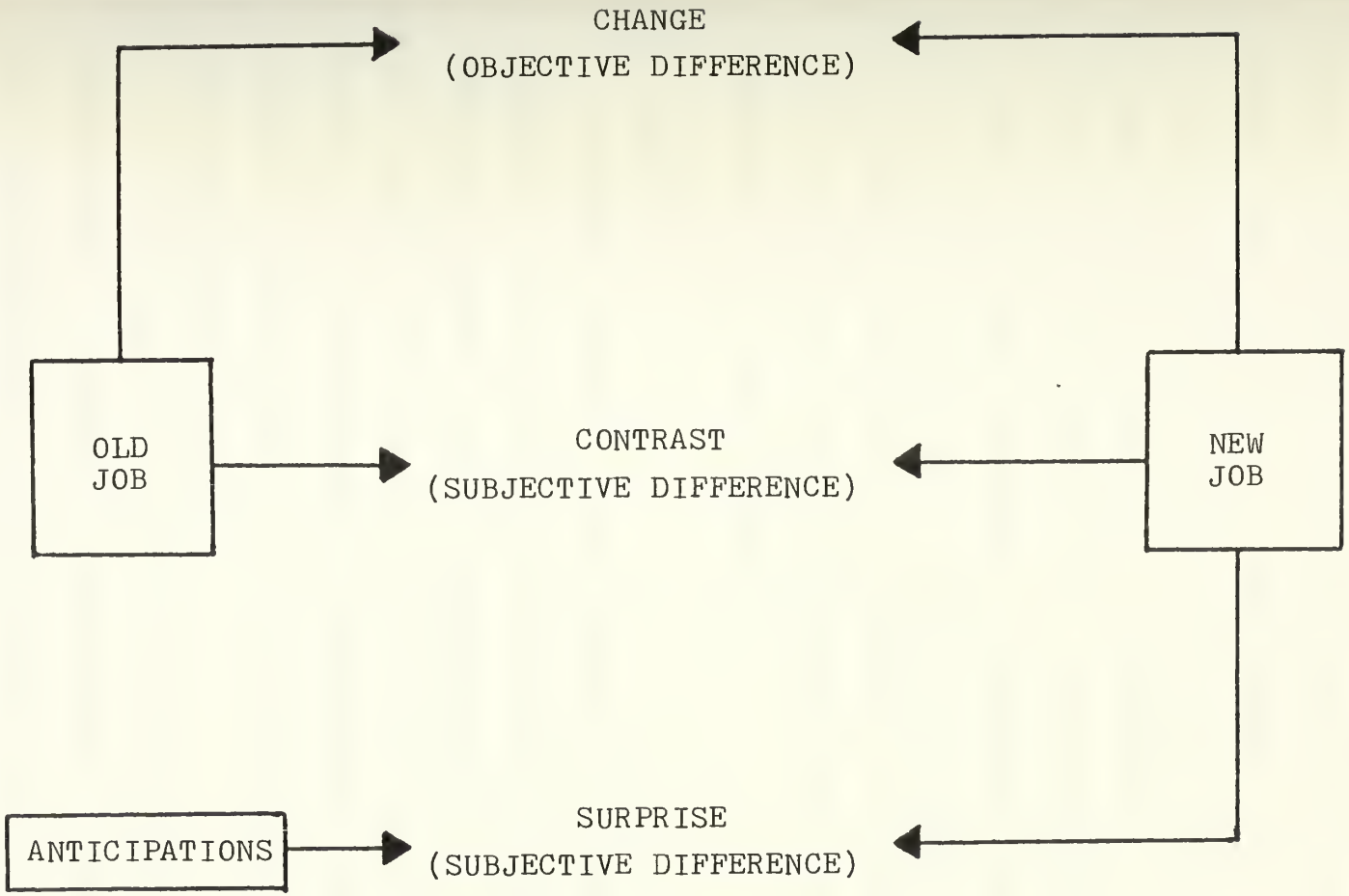

FIGURE 3. RELATIONSHIPS BETWEEN CHANGE, CONTRAST, AND SURPRISE AND THE OLD AND NEW JOB

can assist the transitioner with both "change" and "surprise," but probably not "contrast." Although the sponsor cannot actually do anything to affect "change," he/she can provide advance information to the transitioner on the new job (i.e., working hours, procedures, requirements, etc.) which can help make the transitioner aware of the objective differences between the old and new job. The sponsor, or "insider" with respect to the new organization, can also provide information to avert or reduce the number of negative "surprises." Louis [1980a, p. 243] states that "insiders are seen as a potentially rich source of assistance to newcomers in diagnosing and interpreting the myriad surprises that may arise during their transitions into new settings."

D. SUMMARY

A "career transition" can basically be broken down into 3 phases: the "anticipatory socialization" phase; the "encounter" phase, and the "metamorphosis" or "mutual acceptance" phase. The Sponsor Program used by the military applies to the "anticipatory socialization" phase and is designed to help prepare the transitioner for his entry into a new duty station or unit.

A transitioner develops certain anticipations and expectations about a new job or organization "to replace voids in first-hand knowledge of the situation with best guesses of what it might be like . . ." [Louis, 1980b, p. 336]. The

Sponsor Program provides an "insider" from the new organization or unit to help the transitioner get information that will assist him/her in developing realistic anticipations and an accurate "cognitive map" of the new job or organization.

One thing should be noted. No matter how many times a person has previously been transferred, moved, or has made a career/job transition, each new transition involves socialization into the new job, role, and setting [Louis, 1980a]. Just because a person has made a lot of moves does not necessarily mean that they do not need any assistance or help in making a transition.

The Sponsor Program for the military can be most effective if the transitioner decides to use the services of the sponsor. Even if the sponsor is not used, however, just by assigning the transitioner a sponsor the duty station or unit has shown an interest in the new member. This alone can have a positive effect upon the transitioner [McAuley, 1980] and his/her feelings about the new job, duty station, or military service as a whole. A lack of concern about the new member has been shown to have a negative effect on a person's preconceptions and attitudes toward the organization; while a positive effect was found to be present when an interest was shown by the new organization, regardless of the specific usefulness of the information provided [McAuley, 1980].

The literature presented in this chapter suggests that actions can be taken during the "anticipatory socialization"

phase to help an individual have a smoother transition. It is proposed that the Sponsor Program represents such an action; and that the information it can provide the new member (e.g., information on the new job, new unit/command, new geographical area, etc.) can significantly effect the smoothness of the transition of the military member. It is also proposed that the smoother the transition is for the military member, the more satisfied he/she will be with the military. At this point, however, these are only assertions. Empirical data concerning the Sponsor Program will be examined later in Chapter VI.

III. MILITARY SPONSOR AND CIVILIAN RELOCATION PROGRAMS

As was mentioned in Chapter II, the Navy, the Army, the Marine Corps, the Air Force, and the Coast Guard each has their own specific Sponsor Program. In this chapter each of the other first four military services' Sponsor/Indoctrination Programs and some of the relocation programs utilized by the private sector will be presented. No attempt will be made to evaluate these programs, only to present them as they currently are. Chapter IV will then focus on the present Coast Guard Sponsor Program.

A. PRESENT U. S. NAVY PROGRAM

1. Discussion

The U. S. Navy Sponsor Program is outlined in the Bureau of Naval Personnel Manual (BUPERSMAN), page 18-20D, section 1810580. (See Appendix A.) The BUPERSMAN specifically charges each unit commanding officer with the responsibility for maintaining an effective Sponsor Program. The Navy describes the purpose of their Sponsor Program "to facilitate relocation and reception of members and their families when transferred on permanent change of station orders" [BUPERSMAN, p. 18-20D]. Although it is mandatory that each unit have a Sponsor Program in effect, the actual assignment of a sponsor to personnel ordered in is mandatory only when at least one of the following situations exists:

1) The new member is on initial permanent change of station orders (i.e., orders for the first duty assignment following recruit training, Academy, or Officer Candidate School);

2) The new member is on permanent change of station orders to a duty station or unit outside of the 48 contiguous United States;

3) The new member requests a sponsor be assigned, [BUPERSMAN, p. 18-20D].

In other words, except for initial PCS orders and orders transferring a person to a unit outside of the continental United States, the only time a sponsor is assigned is when the new member requests one.

2. Action

Upon receipt of PCS orders, Navy personnel are counseled by their present command concerning the advantages of requesting and utilizing a sponsor from their next duty station. The Commanding Officer must ensure that this counseling is accomplished and, regardless of whether or not the member requests a sponsor, that a Navy Sponsor Notification Form (NAVPERS 1330/2) is completed and forwarded to the new command. Appendix B is the Navy Sponsor Notification Form. This form alerts the new command that the member has orders to their command and whether or not the member desires or is required to have a sponsor assigned. Occasionally time constraints prevent the use of NAVPERS 1330/2. In such instances, the Commanding Officer is authorized to use other more timely means to notify the receiving command (e.g., telephone, teletype messages, etc.).

Upon receipt of NAVPERS 1330/2 indicating that a sponsor is required or requested, the new command then sends a speedletter to the new member providing the name, mailing address, and both commercial and autovon telephone numbers of the assigned sponsor. Again, should time constraints prevent the use of a speedletter, other quicker means of transmittal may be utilized.

Deployed units provide new members with information concerning the family contact and assistance officer. The family contact and assistance officer assists the new member until the deployed unit returns by providing the services necessary to help the new member get acquainted with the new area, which may include such things as maps of the area and local telephone numbers.

In addition to the above requirements, the new command is authorized to take whatever action is deemed appropriate to assist the new member and his/her family in getting established. "Specific implementing actions, such as communicating with the member to explain local conditions, rendering assistance in relocating, on-site indoctrination, and welcome of the member and family are left to the ingenuity and initiative of each Commanding Officer" [BUPERSMAN, p. 18-20D]. No specific Navy-wide guidelines or procedures are given for personnel to follow when serving as sponsors.

3. Sea Legs

The Navy publishes a handbook called Sea Legs which is given to all Navy personnel upon their initial entry into the service. This handbook was prepared to help Navy personnel and their families overcome some of the hurdles (e.g., Navy tradition, ranks and rates, naval jargon, etc.) which can hinder having a smooth entry into the Navy family. While the military member gets formally indoctrinated and becomes familiar with Navy procedures and policies, the spouse and family are overlooked in this indoctrination and only learn what is picked up from the Navy member. Sea Legs provides a means by which the spouse and family can become better acquainted with the Navy. Sea Legs is not intended to be all inclusive, but serves as an initial source of information and provides other sources and references to be consulted for any further desired information. While Sea Legs is separate from the Sponsor Program, it can be used in conjunction with it in that it helps to provide the entire family with information on Navy programs, benefits, and services available during transfers or reassignments. Just a few of the areas discussed in Sea Legs are:

History of the Navy
Structure of the Navy
Enlisted Ratings and Insignias
Sea Duty
American Red Cross
Child Care Centers
Family Financial Affairs
Identification Cards

Legal Assistance
Moving, Shipping and Travel
Navy Sponsor Program
Overseas Tours
Wives Clubs
Medical Benefits
How to tell Navy time
Naval Terms, Acronyms and Abbreviations.

B. PRESENT U. S. ARMY PROGRAM

1. Discussion

The U. S. Army Sponsorship Program is set forth in Army Regulation No. 612-10 (AR 612-10) of 1 July 1979 entitled Reassignment Processing and Army Sponsorship and Orientation Program. Chapters 1 and 2 address the processing procedure and administrative paperwork to be done when an individual receives orders, while Chapter 3 specifically addresses the Sponsorship and Orientation Programs. (See Appendix C.) AR 612-10 directs commanders to ensure that these programs are established and maintained at all unit levels and that all related actions are taken promptly.

As was mentioned, Chapter 3 of AR 612-10 outlines both the Army Sponsorship Program (which relates to the anticipatory socialization phase as described in Chapter II) and the Army Orientation Program (which relates to the encounter phase). The Orientation Program establishes procedures to be taken by unit commanders and supervisors after the new member arrives at his/her new unit. It will not be described here in detail. It should be mentioned, however, that this program does exist but that it focuses on helping

the new member adjust to the new working environment after arrival at the new duty station, rather than helping him/her from the time of receipt of transfer orders.

The objective of the Army's Sponsorship Program is simply to assist personnel and their families in establishing themselves at their new duty stations.

> Through this program, commanders seek to create favorable attitudes toward the organization by instilling in the members a feeling of belonging. An effective program will generate enthusiasm and high morale, and will prevent misunderstandings [AR 612-10, 1979, p. 3-1].

The Army defines a sponsor as an individual specifically designated at the new unit to assist the incoming member and his/her family "in making a smooth transition into the unit and community environment" [AR 612-10, 1979, p. 3-1]. The assignment of sponsors is mandatory for almost all PCS transfers for members in pay grades E-1 through O-6. There are certain exceptions to this requirement, however, and these are contained in Chapter 2 of AR 612-10. No mention is made in the regulation regarding any policy for those personnel in pay grades O-7 and above.

Army headquarters is supposed to advise an individual and his/her unit of any reassignment or transfer at least 4 months prior to the actual departure date. This time period is felt to be essential by the Army, because any "less time creates a hardship on the member and may cause the process . . . to fail" [AR 612-10, 1979, p. 1-1].

2. Action

Upon receipt of orders for an individual, the losing unit or duty station completes Parts I through V of Army Form 4787, entitled REASSIGNMENT PROCESSING, with the necessary information being provided by the individual. This form is forwarded to the new unit within 20 days after receipt of orders. Form 4787 provides the new unit with background and personal data on the new member, as well as information on the method of transportation to be used when going to the new unit, preference for government housing at new unit, and address and phone number for the new member while on leave enroute to the new unit. New members may also indicate any specific requests for information or assistance in the remarks section. Pages 1 and 2 of Form 4787 are attached as Appendix D.

Within 5 days after receiving Form 4787 the new unit appoints a sponsor for the new member. Part VI of Form 4787 is filled out by the new unit when a sponsor is assigned. Whenever possible the Army tries to assign a sponsor who (1) is in a pay grade equal to or higher than that of the new member, (2) is the same sex, marital status and specialty as the new member, (3) is familiar with the local area and community, and (4) has not received transfer orders or reassignment instructions [AR 612-10, 1979].

The new unit is also required to send the new member a welcome letter within 10 days after receiving Form 4787. This letter (an example of which is shown in Appendix C) will

as a minimum contain the new unit's address and telephone number and responses to any specific requests made by the new member on Army Form 4787. In addition, the Army recommends that information be included in the letter regarding such matters as availability of housing, location of the Housing Referral Office, education facilities, vehicle requirements, and medical and dental care facilities.

The sponsor also sends a welcome letter to the new member, being sure to include the sponsor's work/duty address and phone number. The sponsor provides any information he feels is necessary but is not included in the new unit's welcome letter. In addition, the sponsor advises the new member that he/she will be met by the sponsor at his/her point of arrival in the area. The sponsor can also offer to assist in locating temporary housing, if necessary.

The new member answers any letters from the assigned sponsor, advising the sponsor of (1) time, date, and point of arrival at the new location, (2) expected departure date from present unit, (3) present unit address and phone number, and (4) leave address and phone number while enroute to the new unit (optional) [AR 612-10, 1979].

The sponsor meets the new member upon arrival in the area, accompanies the new member around the area and facilities, and introduces the new member to his/her new supervisor or commander. The new command/unit is required under AR 612-10 to provide the sponsor with time off from his/her regular

duties to help the new member get settled. This indicates to both the new member and the sponsor the importance that both the unit and the Army place on the Sponsorship Program and its contribution to helping ease a new member's transition into the new unit.

C. PRESENT U. S. MARINE CORPS PROGRAM

1. Discussion

The U. S. Marine Corps Personnel Sponsorship Program is published in Marine Corps Order (MCO) 1320.11B of 4 October 1978. (See Appendix E.) The Marine Corps Sponsorship Program establishes procedures whereby individuals being transferred or reassigned may, if they so desire, request a sponsor from their new unit or duty station. The Sponsorship Program is thus an optional program for all Marine Corps personnel, but provides a means by which new members can, if they wish, get information about new duty stations and locations "far enough in advance to aid them in planning the movement of their families and household effects" [MCO 1320.11B, 1978, p. 1].

2. Action

All Marine Corps personnel receiving PCS orders are advised and counseled on the Sponsorship Program. If a Marine then desires to participate in the program, he fills out a Sponsorship Request Form (see last two pages of Appendix E) and forwards it to the new duty station or command. The Sponsorship Request Form provides the new duty station with background information on the new member so that a sponsor

can be assigned. The last part of the form also allows the new member to indicate specifically the types of information and assistance he requires.

Upon receipt of the Sponsorship Request Form, the new duty station assigns a sponsor of the same pay grade and marital status as the new member. The unit Commanding Officer then sends a welcome letter to the new member, advising the new member of the assigned sponsor and how he may be contacted. The letter contains initial information about the new duty station and encourages the new member to correspond with the new command as well as with the assigned sponsor [MCO 1320.11B, 1978]. When the new member arrives in the area the sponsor can meet the new member and help in familiarizing the new member and his/her family with the new duty station and the local civilian area.

D. PRESENT U. S. AIR FORCE PROGRAM

1. Discussion

The U. S. Air Force Sponsor Program is outlined in Air Force Regulation (AFR) 35-35 of 1 November 1976 entitled Individualized Newcomer Treatment and Orientation (INTRO) Program. The purpose of the Air Force's INTRO Program is to provide guidance and procedures by which unit commanders can "ensure that information and assistance are provided to individuals so that they may become effective contributors to their unit mission in the least possible time" [AFR 35-35, 1976, p. 1-1]. The INTRO Program is a three-phased program

which includes (1) Sponsorship, (2) Orientation, and (3) Consolidated Newcomer Scheduling. The Orientation portion of AFR 35-35 provides detailed procedures on how the new command is to provide accurate information to new members after arrival at the new unit about the base, mission, area, unit and work center to which the new member is assigned. The Consolidated Newcomer Scheduling portion describes a procedure to help ensure the efficient and orderly administrative processing of new members. Although both of these phases are somewhat related to the Sponsor Program, they both occur after the new member arrives at the new unit and therefore will not be discussed further.

Each major Air Force installation has an INTRO Program manager who oversees and manages all three phases of the Program. Thus, while the INTRO Program manager may be heavily involved with the Sponsor Program, he/she may also be involved with the Orientation and Scheduling phases as well.

Chapter 2 of AFR 35-35 specifically deals with the Sponsor Program. Appendix F includes Chapter 2 and the related attachments of AFR 35-35. The objectives of the Air Force Sponsor Program are to (1) minimize the difficulties and hardships associated with personnel transfers, (2) provide individualized assistance to new members, and (3) show all new members and their families that they are important and welcome additions to the command [AFR 35-35, 1976, p. 2-1].

Almost all Air Force personnel involved in PCS moves are eligible for the Sponsor Program. Exceptions are those personnel who are returning from overseas and separating or retiring from the service, those personnel who will be attending schools or universities, and those personnel going to or between technical training centers for less than 20 weeks. Sponsors are mandatory for first-term enlisted members and members who are notified of their transfer less than 30 days before they are to depart. The program is optional for all remaining eligible personnel; however, all eligible personnel are highly encouraged to participate.

The Advanced Personnel Data System (APDS) is an Air Force-wide computerized system that stores information on all Air Force personnel. The computer is located in the Air Force Personnel Center at Randolph Air Force Base in Texas. Each installation has a remote terminal (usually either a typewriter or CRT) to access the system.

Each Air Force base or installation is required to have a designated 24-hour arrival point that "provides a point of initial contact for new arrivals; particularly, those who arrive after duty hours and may need assistance or have personal problems" [AFR 35-35, 1976, p. 2-2]. Twenty-four-hour arrival point personnel can answer questions or help the new member until the assigned sponsor can take over. The 24-hour arrival point has on file a list of all incoming personnel and their sponsors (if one is assigned) and can

help the new member contact the sponsor if necessary. A letter from the base commander is available at the 24-hour arrival point for all personnel who make contact there. A sample letter is contained in Appendix F. This letter welcomes the new member and provides any information that might be of immediate importance for the new member. A map of the base or installation is also included.

2. Action

Upon notification of transfer of one of its members, the present unit's personnel office calls in the member and conducts a relocation interview. During the relocation interview the member is advised that he/she has been reassigned and any information applicable to the orders is discussed. During this interview the new member is also asked to provide his/her present mailing address and, as soon as possible, his/her estimated departure date, address while on leave, and estimated arrival date at the new duty station. In addition, the member is asked whether or not he/she requests a sponsor be assigned (if assignment of a sponsor is not already mandatory) from the new unit.

If the member desires a sponsor, or if assignment of a sponsor is mandatory, additional information such as the number of people in the family (including the number of children and their ages), whether or not the new member is already familiar with the new area, and whether or not guest housing reservations will be needed, is recorded. The member

also has the opportunity to ask for any additional information or assistance that may be desired. The personnel office then inputs all of this data into the Advanced Personnel Data System (APDS) to be transmitted to the new unit.

The INTRO Program manager of the receiving installation then receives a printed output advising of the new member and his transfer, and whether or not a sponsor is requested or required. The information obtained from the new member during the relocation interview is also included.

If a sponsor is not requested, the INTRO Program manager advises the new unit commander of the new member. The 24-hour arrival point is also notified so that the new member's name can be put on the list of incoming personnel. The unit commander then sends an official unit welcome letter and sponsor kit (base information package) to the new member within 7 days. The sponsor kit contains a map of the local area, information about base and local facilities, information on state and/or local vehicle registration, a base guide, a base fact sheet, and any other pertinent information [AFR 35-35, 1976].

If a sponsor is mandatory or is requested, the INTRO Program manager advises the unit commander of this. The unit commander then assigns a sponsor within 5 days and advises the INTRO Program manager of the name, grade, home address, duty phone number and home number of the assigned sponsor. Upon receipt of this information the INTRO Program manager

enters it into APDS and it is transmitted back to the new member. The INTRO Program manager also advises the 24-hour arrival point of the new member's expected arrival and assigned sponsor.

The sponsor then contacts the new member by personal letter. In this letter, the sponsor includes, but is not limited to: his/her duty and home telephone numbers; information on what household goods are essential for the particular geographical location; information on schools, shopping facilities, churches, local housing; a mailing address for the new member; and a statement letting the new member know the sponsor will meet him/her upon arrival and provide any assistance necessary [AFR 35-35, 1976]. Appendix F contains a checklist for writing the sponsor welcome letter. In addition to the letter, the sponsor also sends the new member a sponsor kit (discussed earlier). If the new member has not been contacted by the assigned sponsor before 30 days of the scheduled departure date, the losing INTRO Program manager advises the INTRO Program manager of the new unit of this so that the sponsor can be reminded and can get the letter off in time to do the new member some good.

The sponsor meets the new member upon arrival in the area or at the 24-hour arrival point and assists the new member in whatever way possible. In cases where the assigned sponsor cannot meet the new member, volunteer substitute sponsors are available and used as temporary escorts for the new member until the assigned sponsor returns.

In the assignment of sponsors, volunteers are used whenever it is possible to do so. The most important point is to pick someone who is willing and motivated to be sponsor. Sponsors of the same marital status and pay grade are desired, although it is realized that this is not possible under all circumstances.

3. Evaluation

Each installation's INTRO Program manager is charged with continuously evaluating and assessing the operational efficiency of the Sponsor Program for that installation. The INTRO Program manager administers questionnaires to new members when they arrive at the new unit and are being processed in. Appendix F contains a sample Sponsor Program questionnaire that can be given to new personnel. Analysis of the results of these questionnaires along with periodic inspections by the INTRO Program manager of unit implementation is used to evaluate the efficiency of the program and determine when changes may be necessary. The INTRO Program manager is then required to periodically advise commanders of the results of these evaluations [AFR 35-35, 1976].

E. CIVILIAN RELOCATION PROGRAMS

Sponsor programs as have been described so far are almost non-existent in civilian companies and industry. A telephone survey of 15 major companies indicated that not one had any type of formal sponsor program in effect. (For a list of the companies called and personnel interviewed, refer to Appendix

G.) One company does have a similar type program for foreign nationals who are transferred to this country, but the person assigned to help the new member is for the most part just a social sponsor. Another company has a program whereby it has a Central Relocation Staff at its company headquarters where trained personnel are assigned to assist the employee being moved in whatever relocation matters are necessary. Each employee being transferred by this company is assigned a specific person, called an administrator, who will always be his/her contact for matters concerning that move (e.g., temporary housing arrangements, real estate matters, shipment of household goods, etc.). The company reports that even though the administrator is not physically present to help the employee being transferred, the program seems to be working very well and the employees seem to appreciate the fact that the company has assigned someone to help them during the move.

Most of the companies contacted indicated that they do encourage the employee being transferred to contact his/her new place of work, but this is all done on an informal basis and is not required. A few companies indicated that having a sponsor assigned would not always be possible because many of their transfers involved sending employees to geographical areas where there were no other people from the same company (e.g., salesman going to a new area).

What then do civilian companies do to assist their employees when they are transferred? Almost 95% of the major companies in the U. S. who transfer large numbers of personnel each year have found that relocation assistance on real estate matters is the most effective answer [Employee Relocation Council, 1980b]. Although real estate sales and homeowner assistance is not directly related to a sponsor-type program, it still falls in the anticipatory socialization phase as something the company itself can do to help the individual have a smoother and easier transition period.

Real estate sales is the largest single expense item in the relocation of most people [Employee Relocation Council, 1979]. Realizing this, civilian companies for the past couple of decades have been continuously increasing and improving on the number of methods of real estate assistance to keep employees satisfied and productive. The cost to the company is often high, "but the savings are made in time and employee morale" [Employee Relocation Council, 1972, p. 6].

The Employee Relocation Council (ERC) was established in 1964 by a few large companies to study and determine relocation policies and programs, practices, and trends. By the use of questionnaires, surveys, and studies the ERC collects data and information from its member companies to find out just what the current status of relocation assistance is. As of February 1980 there were 655 member companies [Employee Relocation Council, 1980a], with 390 of these being in the

list of "Fortune 500" companies [Collie, 1979]. The ERC does not collect data on whether any sponsor programs exist, however, as these types of programs are just not prevalent in civilian industry.

Currently most real estate relocation programs are concerned with selling the employee's old home, with an ever increasing number of companies now helping in the purchase of the employee's new home also. Approximately 95% of all member ERC companies presently assist their employees in the sale of their old homes in one way or another [Employee Relocation Council, 1980b]. Basically there are four types of assistance programs [Employee Relocation Council, 1977, p. 10]:

1) In-House Purchase programs where the company or firm buys the employee's home at the appraised value in order to provide equity for the purchase of a new home by the employee and also relieve the employee of any headaches and problems that often arise when selling a home.

2) Third Party Programs where the company contracts with an outside firm to buy and sell the employee's home. Under this plan the problems associated with the sale of the home are again minimized for the employee. In addition, under this program the company does not have to worry about selling the house itself as with the In-House Purchase program.

3) Guarantee-Against-Loss program where the company provides the employee with a guaranteed amount based on the appraised value. In this case, however, the company does not purchase the employee's home, but makes up any difference between the actual amount the home was sold for and the guaranteed amount should the guaranteed amount be greater.

4) Direct Reimbursement programs where the company simply reimburses the employee for some or all of the direct selling expenses associated with the sale of the old home. These expenses may include commissions, prepayment penalties, discount points, legal fees, closing costs, appraisal fees, etc.

As was mentioned, some companies have also initiated programs to assist the employee in the purchase of the new home. The reimbursement of closing costs associated with the purchase of the new home is one way in which this is being done. Payment of a mortgage interest differential allowance (based on the difference between the amount of the old mortgage payment and the new mortgage payment due to higher interest rates) is another popular program. Many companies also contract with an outside firm to provide homefinding services for their employees, which include assessing the employees' individual requirements and needs and then helping in the homesearch to meet those needs.

Each of the above mentioned programs has its advantages and disadvantages. But whatever program is selected by a civilian company, the purpose is the same - to relieve the employee being transferred of some of the burden, headaches, and financial hardships that are associated with being transferred.

F. SUMMARY

In this chapter all four of the other military sponsor programs as well as some of the relocation programs available in civilian companies were described. With respect to the military sponsor programs, only the Army requires the mandatory assignment of sponsors for all personnel under normal circumstances involving a PCS move. The Navy, Marine Corps,

and Air Force all have voluntary sponsor programs. The Navy and Marine Corps instructions provide a guideline by which the program is to be administered, leaving the actual implementation decisions up to each individual commanding officer. The Air Force and the Army, on the other hand, each provide in-depth instructions concerning the implementation of the programs and detailed steps, duties, and/or responsibilities for the sponsor, the new and old units, and the person who is being transferred. Table I is a summary of the essential features of each of the military Sponsor Programs. The Coast Guard Sponsor Program is included in the table as it will be discussed in the next chapter.

Employee relocation programs in the civilian sector were shown to be directed more towards home selling and buying and real estate matters rather than towards assuring that someone from the new organization is specifically assigned as a sponsor for the person being transferred. The general consensus in civilian organizations seems to be that the selling and buying of a person's home is the most difficult, burdensome and expensive part of being transferred, and so that is where the emphasis on relocation assistance is placed.

Military Service	Is Sponsor Program mandatory for all personnel?	If not mandatory for all personnel, when is it mandatory?	Are there in-depth instructions and detailed steps for all personnel assigned as sponsors?	Are there evaluation and follow-up procedures outlined?	Reference
NAVY	No	1) Upon request of member 2) For all personnel on initial orders 3) For all personnel being transferred outside of the continental United States	No	No	BUPERSMAN 1810580
ARMY	Yes	Always Mandatory	Yes	No	Army Regulation 612-10
MARINE CORPS	No	Upon request of member	No	No	Marine Corps Order 1320.11B
AIR FORCE	No	1) Upon request of member 2) For all first-term enlisted personnel 3) For all personnel notified of transfer less than 30 days before departure date	Yes	Yes	Air Force Regulation 35-35
COAST GUARD	Yes	Always Mandatory	No	No	Personnel Manual; ALDIST 069/80

TABLE I. COMPARISON OF MILITARY SPONSOR PROGRAMS

IV. COAST GUARD SPONSOR AND RELOCATION PROGRAMS

In Chapter III all four of the other military sponsor programs as well as some of the relocation programs available in the civilian sector were described. In this chapter the Coast Guard Sponsor Program and some of the other programs utilized by the Coast Guard in the relocation of its members will be presented. The present Coast Guard Sponsor Program is a mandatory program under which all personnel on PCS orders are required to be assigned a sponsor from the new unit. It has only been recently, however, that the Coast Guard has made the program mandatory - doing so after the program had been in effect for almost 10 years.

A. HISTORY OF THE COAST GUARD SPONSOR PROGRAM

The Coast Guard Sponsor Program was originally established on 8 January 1971 with the promulgation of Commandant Instruction (COMDTINST) 1700.2. The purpose of the Sponsor Program as originally outlined was to provide information and assistance to new members on permanent change of station orders in order to facilitate the reception and settling in of those new members and their families [COMDTINST 1700.2, 1971]. The use of a sponsor by a person being transferred was optional, however, with the assignment of a sponsor by the new unit being mandatory only when the member desired and requested one.

The original instruction required that only District Commanders and Commanding Officers of Headquarters units (and not Commanding Officers of any other Coast Guard units) maintain a Sponsor Program. In addition, nowhere did COMDTINST 1700.2 define exactly what a sponsor was, or provide any specific steps and/or actions to be completed by an assigned sponsor.

COMDTINST 1700.2A of 3 June 1974 cancelled and replaced COMDTINST 1700.2 and (1) established certain requirements for the mandatory assignment of sponsors, (2) provided some broad guidelines to be followed by sponsors, (3) established unit command responsibility for maintaining a Sponsor Program, and (4) designated a standard form for use by transferring units. Commanding Officers and Officers-in-Charge of all Coast Guard units were now required to maintain a Sponsor Program under which the assignment of sponsors was mandatory:

1) For all personnel on PCS orders to or from an overseas unit, or to a unit that was scheduled to be deployed at the time of the new member's arrival;

2) For all personnel on initial PCS orders (Academy graduates, OCS graduates, recruit training graduates);

3) For all personnel who desired and requested that a sponsor be assigned [COMDTINST 1700.2A, 1974].

COMDTINST 1700.2A stated what whenever feasible the sponsor assigned was to be of similar circumstances (i.e., same pay grade, same rating, same marital status, etc.) as the new member. The assigned sponsor was now responsible for contacting the incoming member (preferably by telephone) to

determine just what could be done to assist the new member in the move and then providing the new member information and assistance which would include, but was not limited to:

1) Housing availability
2) Availability of and arrangements for temporary lodging
3) Type and location of medical facilities
4) Information on public transportation
5) Information on commissary and exchange facilities
6) Location of schools
7) Information on recreational facilities
8) Any special clothing requirements for the geographical area [COMDTINST 1700.2A, 1974].

Under COMDTINST 1700.2A the Navy Sponsor Notification Form NAVPERS 1330/2 (which has already been described in Chapter III) was designated for use by all Coast Guard units. This form was to be completed for each member being transferred and forwarded to the member's new duty station to alert the new duty station that the member had orders to their command and whether or not the new member desired or was required to have a sponsor assigned.

COMDTINST 1700.2B of 21 March 1977 replaced COMDTINST 1700.2A but was exactly the same except for some additional instructions regarding personnel on initial PCS orders from training commands. Training commands now were to provide a description of the Coast Guard Housing Program and Coast Guard Sponsor Program to all personnel before graduation to ensure their familiarization with the programs.

The Sponsor Program was officially incorporated into the Coast Guard Personnel Manual (CG-207) in Amendment No. 69 on 17 January 1978. Article 4-A-4 of the Personnel Manual, which

is entitled Sponsor Service, reads almost exactly like COMDTINST 1700.2B. Appendix H is Article 4-A-4 of the Coast Guard Personnel Manual.

Finally, on 3 March 1980 the Coast Guard issued Commandant Notice (COMDTNOTE) 11101 as ALDIST 069/80 making the assignment of a sponsor by the new command mandatory for all personnel on PCS orders. Appendix I is ALDIST 069/80. Appendices H and I together represent the present Coast Guard Sponsor Program.

B. RESPONSIBILITY FOR SPONSOR PROGRAM

Nowhere does the Coast Guard officially specify which division, branch, or billet in Coast Guard Headquarters is responsible for overseeing the Coast Guard Sponsor Program. The responsibility for maintaining the Sponsor Program presently has been assumed by Commandant (G-PS-7), which is the Housing Branch of the Personnel Services Division in the Office of Personnel at Coast Guard Headquarters, Washington, D. C. G-PS-7 has itself only been involved with the Sponsor Program since around mid-1978, when, upon completion of the Bachelor Housing Study by G-PS-7, they determined that the Sponsor Program was most closely associated with the activities being done in the Housing Branch on housing referrals and housing problems associated with the transfer and relocation of Coast Guard personnel [LTJG Furlong, 1980]. Before that time the job of reviewing and maintaining the Sponsor Program had been done by the Special Services Branch (G-PS-4).

No one billet or person, however, in G-PS-7 is designated as being in-charge of administering the Sponsor Program [LTJG Furlong, 1980]. Since each unit itself is responsible for administering its own program, Headquarters makes policy and promulgates directives on the program, but has never designated a Sponsor Program "coordinator" or "administrator."

C. OTHER COAST GUARD RELOCATION PROGRAMS

In addition to the Sponsor Program, the Coast Guard has recently initiated two other programs/services to assist personnel in making moves associated with PCS orders. First, the Coast Guard has adopted a new policy allowing permissive orders for househunting trips. This policy allows for up to five workdays of administrative (authorized) absence to search for a new residence at the new duty station. While the individual member must pay all expenses associated with the house-hunting trip itself, the time off from work is not counted as leave.

Second, the Coast Guard has arranged for commercial home-finding services to be available at no cost to personnel who are prospective home buyers at their new duty station. The commercial firms providing these home-finding services act as the Coast Guardsman's representative to real estate brokers. These firms provide an unbiased overview of the entire housing market in an area rather than just those homes listed with a particular real estate firm. The home-finding firms are paid through co-brokerage commissions and therefore do not cost the Coast Guard member anything [COMDTNOTE 11101, 1980b].

The Coast Guard feels that by using both of these services the person being transferred can become familiar with the new community and area earlier, thereby reducing househunting time and the temporary living expenses and "headaches" that go with it. Both of these relocation assistance programs were outlined and promulgated in COMDTNOTE 11101 dated 2 April 1980 entitled Relocation Assistance Upon Transfer (see Appendix J).

D. PROPOSED LEGISLATION FOR RELOCATION ASSISTANCE

The Coast Guard has also just recently finished the draft of a proposed legislative package that would provide the Secretary of Transportation with the authority to reimburse Coast Guard homeowners for housing relocation costs they incur when having to change duty stations. This bill would amend Chapter 13 of Title 14, United States Code, by inserting an entire new section entitled Relocation Assistance in the Code. Under this section, funds would be appropriated to help personnel with virtually every aspect of buying and selling a home when transferred [LTJG Furlong, 1980].

The features of this bill include (1) a third-party house-buying program as was described in Chapter III, (2) the reimbursement of home purchase costs at the new duty station, and (3) a mortgage interest rate differential allowance (which would provide relief for homeowners who are forced to move and lose money by having to buy a home at a higher interest rate). Appendix K is a copy of the proposed bill.

Since the Coast Guard is under the Department of Transportation and not the Department of Defense, chances of the bill being approved might be better than if one of the other services had proposed it. The fact that the Coast Guard is so much smaller in size and has less government housing available than the services in DoD could also help improve the changes of getting the bill passed [CDR Chliszczyk, 1980]. Federal civil service employees already have a relocation reimbursement program, and the Coast Guard feels it should too - especially since Coast Guard personnel do not have the option of refusing transfer orders which threaten to cause financial loss or hardship.

E. SUMMARY

The Coast Guard realizes that every member of the Coast Guard has different needs that must be met upon being transferred. Some people might need little more than an information package, while someone else might need extensive help and information from someone already at the new duty station. The Sponsor Program is designed to ensure that a person is assigned to supply this help and information to the new member. For the most part the Coast Guard Sponsor Program is very similar to that of the U. S. Navy. The major difference is that the Coast Guard program is now mandatory for all personnel on PCS orders while the Navy program remains optional for most personnel.

In addition to describing the Sponsor Program, this chapter has also presented a few of the other Coast Guard programs (both already in effect and proposed for the future) designed to help ease the relocation of members due to transfers. Although these programs are not directly associated with the Sponsor Program, they represent other things that can be done in the anticipatory socialization stage to facilitate the transition of the new member from the old job to the new job.

V. SURVEY DESIGN AND METHOD

In order to gather data on military transitions and the Coast Guard Sponsor Program, a survey was conducted from a sample of Coast Guard units throughout the world. This chapter discusses the survey - why and how it was done.

A. PURPOSE OF THE SURVEY

The survey was done to collect information on the actual use of the Coast Guard Sponsor Program, and on the reactions, attitudes, and feelings of Coast Guard personnel which could serve as the basis for assessing the relationship between the many different factors of the Sponsor Program and career transitions in general (e.g., number of times a person has had a sponsor, amount of information provided to the new member, smoothness of move, satisfaction, etc.). In Chapter II the theoretical underpinnings of the Sponsor Program were developed. The information collected through this survey will be used to test theoretical propositions about the Sponsor Program and effectiveness and to assess the extent (past and present) of Sponsor Program implementation in the Coast Guard.

B. QUESTIONNAIRE DESIGN

Two types of data-gathering techniques were initially considered for surveying Coast Guard personnel - the questionnaire and the telephone interview. In the selection of one of these techniques two factors had to be considered:

(1) the size of the sample to be surveyed; and (2) the geographical dispersion of the sample. The final sample was to include 532 Coast Guard members at 133 Coast Guard units world-wide. As a result, the questionnaire was considered the most practical means to gather the desired data. The questionnaire would not only be less expensive but would also take less time than if telephone interviews were conducted. In addition, while interviews do provide the opportunity for the interviewer to immediately follow-up and ask for further elaboration on answers, there is a trade-off in that when using interviews the interviewer, just by his/her presence, can significantly influence what the respondent will say - even if the interviewer does not consciously mean to. The respondent may say what he/she thinks the interviewer wants to hear, rather than what he/she really thinks. By using a questionnaire, the respondent can feel free to express his/her true feelings and opinions, without the fear that the interviewer will not like or will not agree with his/her answer.

Two questionnaires were developed - one for the Commanding Officer or Officer-in-Charge of the unit and another one for unit personnel. Two different questionnaires were necessary as only the Commanding Officer/Officer-in-Charge would be able to provide the desired historical information on command policy and implementation of the Sponsor Program. In addition, since completion and return of the questionnaires was not

mandatory, it was felt that the fewer number of questions asked of the Commanding Officer/Officer-in-Charge, the better the chances that he would complete the questionnaire.

Questions for the two questionnaires were developed, checked for clarity and duplication, and then refined accordingly. Each question was written so that the data gathered could be easily coded for subsequent keypunching. There were two categories of questions in the Commanding Officer/Officer-in-Charge's questionnaire: (1) those relating to Military Background, and (2) those relating to the Sponsor Program. There were three categories of questions in the Unit Personnel Questionnaire: (1) Military Background Information; (2) Sponsor Program Information, and (3) General Background (demographic) Information.

The Military Background questions pertained to the military variables and characteristics of the personnel surveyed. Both questionnaires asked for information concerning pay grade, type of unit to which assigned (i.e., ship or shore), location of the unit, and how long the person has been stationed at the unit. In addition, the Unit Personnel Questionnaire included questions eliciting information on time in service, feelings about the present unit/location, feelings about the military as a whole, and the total number of PCS moves the person has made.

The Sponsor Program questions on the Commanding Officer/Officer-in-Charge Questionnaire pertained to the Commanding

Officer/Officer-in-Charge's knowledge and use of the Sponsor Program before it became mandatory, and current feelings about the Sponsor Program now that it is mandatory. On the Unit Personnel Questionnaire, Sponsor Program questions elicited information concerning: the number of times a sponsor has been assigned; whether or not a sponsor was assigned from the present unit; if, how, and to what extent the sponsor's services were utilized; relationship of the sponsor to the new member (e.g., pay grade and rating); amount of information provided by the sponsor on the new duty station, new job assignment, and new location; attitudes and preferences towards the Sponsor Program as it is today; how easy the last PCS move for which a sponsor was assigned was; and whether or not the member has ever been a sponsor for someone else.

The General Background questions on the Unit Personnel Questionnaire ask for demographic data - present marital status, number of dependents, sex, age, and main racial or ethnic group.

All questions on both questionnaires were "closed" except for one "open-ended" question on each questionnaire. The open-ended questions were included to help obtain as complete a response as possible by providing the person surveyed with a chance to make any additional remarks or comments about the Sponsor Program.

There were four preliminary drafts of the questionnaire, each draft refining and "cleaning-up" the questions. Before

the final draft was approved, the two questionnaires were pre-tested at Coast Guard Group Monterey, California. The pre-test was conducted to ascertain if the questions were concise and could be clearly understood. The pre-test also provided feedback to the author concerning whether or not the questions covered the desired material. The pre-test revealed no problems with the directions for completing and returning the questionnaire. The pre-test also did not reveal any problems with the Commanding Officer/Officer-in-Charge Questionnaire. It did, however, cause two questions on the Unit Personnel Questionnaire to be revised. The final Commanding Officer/Officer-in-Charge Questionnaire was a two-page, nine item document composed of eight closed and one open-ended question. A copy of the final Commanding Officer/Officer-in-Charge Questionnaire is included as Appendix M. The final Unit Personnal Questionnaire was a six-page document composed of 34 closed and one open-ended question. A copy of the final Unit Personnel Questionnaire is included as Appendix N.

C. METHODOLOGY

The questionnaires were sent out to a sample of Coast Guard units. The type of units/commands to be surveyed were chosen by the author from the Coast Guard's Standard Distribution List (SDL) in order to ensure that a wide variety of both shore and floating units were included in the sample. The actual units to be surveyed within each type, however, were chosen randomly.

The SDL provides a breakdown of all the different types of shore and floating units, plus the actual number of units there are in each type. For example, in the "Cutter" (floating unit) section, there are 18 High Endurance Cutters, 16 Medium Endurance Cutters, 16 Harbor Tugs (Medium), 2 Lightships, and so on. Each of the different types of units have their own SDL symbol which distinguishes them from all of the other types of units. High Endurance Cutters, for example, have the SDL symbol Aa, whereas for Lightships it is At.

A 10% sample of Coast Guard units was desired. Using the SDL of 1 April 1980, a sample of 133 units was drawn from a total of 1235 Coast Guard units (this does not include Reserve and Auxiliary units), resulting in a final sample of 10.8% of the Coast Guard units. Table II is a breakdown of the types of units and exact number of units within each type that were surveyed. The actual number of units to be surveyed within each type of unit was determined by taking "approximately" 10% of the total number of units in that unit type, with each selected unit type having at least one unit in the sample. For example, there were 23 Patrol Craft (95' Class), so 2 units were selected for the sample. There were 159 Stations, so 16 units were selected. There were 6 Vessel Traffic Services, so there was 1 unit selected from this type. Since the questionnaires were anonymous and confidential, names of the specific units selected are not available.

TABLE II

TYPES/NUMBER OF UNITS SURVEYED

Type of Command	SDL Symbol	Number Surveyed
High Endurance Cutter	Aa	2
Icebreaker	Ac	1
Icebreaker	Ad	1
Icebreaker	Ae	1
Medium Endurance Cutter	Af	2
Reserve Training Cutter	Ag	1
Medium Endurance Cutter	Ah	1
Patrol Craft (95')	Ai	2
Patrol Craft (82')	Aj	5
Harbor Tugs, Medium	Ak	2
Harbor Tugs, Small	Al	1
Buoy Tenders, Seagoing	Am	2
Buoy Tenders, Coastal	An	2
Buoy Tenders, Inland (L)	Ao	1
Buoy Tenders, Inland (S)	Ap	1
Construction Tenders	Aq	1
Buoy Tenders, River (L)	Ar	1
Buoy Tenders, River (S)	As	1
Lightships	At	1
Training Cutters	Au	1
Oceanographic Cutters	Av	1
Air Station, Washington	Bd	1
Yard	Bf	1
Supply Center	Bi	1
Institute	Bj	1
Aircraft Repair & Supply Center	Bk	1
Aviation Training Center, Mobile	Bl	1
Station Alexandria	Bm	1
Research & Development	Bo	1
Activities Europe	Bq	1
Electronics Engineering Center	Bs	1
Oceanographic Unit	Bt	1
Aviation Technical Training Center	Bu	1
Air Station, Large	Ca	1
Air Station, Small	Cb	1
Aids to Navigation Facilities	Cc	1
Bases/Support Centers	Cd	2
Marine Safety Offices	Ce	4
Depots	Cf	1
Port Safety Stations	Cg	1
Fog Signal Stations	Ch	1
Stations	Ci	16
Light Stations	Cj	5

Type of Command	SDL Symbol	Number Surveyed
Support Center, Kodiak	Ck	1
Vessel Traffic Service	Cl	1
Marine Inspection Offices	Cm	1
Support Center, New York	Cn	1
Icebreaker Support Facility	Co	1
Organized Reserve Training Center	Cp	1
Radio/Communications Stations	Cq	1
Radiobeacon Station	Cr	1
Loran A/C Stations	Cs	1
Recruiting Offices	Ct	7
Electronics Shops (Telephone)	Cu	1
Loran C Stations	Cv	3
Aids to Navigation Teams	Cw	6
Support Centers	Cx	1
Boating Safety Teams	Cy	1
Loran A Stations	Cz	1
Section Officers	Da	1
Strike Teams	Db	1
Fire & Safety Test Detachment	Dc	1
Group Offices	Dd	5
Aircraft Program Offices	De	1
Radar Installation Team	Dh	1
Ship Training Detachments/ Training Teams	Dm	2
Omega Units	Dx	1
National Data Buoy Detachment	Dz	1
Port Safety Detachments	Eb	1
Loran C Detail	Ec	1
Director of Auxiliary	El	1
Marine Inspection Detachments	Em	1
Marine Safety Detachments	En	2
Captain of the Port	Eo	1
Mobile Dental Detachments	Ep	1
Boating Safety Detachments	Es	5
Electronics Shops	Ev	1
	TOTAL	133

The survey package sent to each unit in the sample included five items: A personal letter to each Commanding Officer/Officer-in-Charge introducing the survey and its purpose and providing directions for the completion of the questionnaires; one Commanding Officer/Officer-in-Charge Questionnaire; and three Unit Personnel Questionnaires. Each Commanding Officer/Officer-in-Charge was asked to complete and return the Commanding Officer/Officer-in-Charge Questionnaire. In addition, each Commanding Officer/Officer-in-Charge was asked to select any three personnel (officer or enlisted) at his unit and have them complete and return the Unit Personnel Questionnaires. This meant that a total of 133 Commanding Officers/Officers-in-Charge and 399 unit personnel were surveyed, for a total of 532 people in the survey sample. A pre-addressed, franked envelope was attached to each questionnaire for use in returning the questionnaire. The cover letter and each of the questionnaires themselves emphasized the voluntary nature of survey participation and a promise of anonymity and confidentiality for everyone involved in the survey. Appendix L is a copy of the cover letter that was mailed in each survey package.

Prior to the questionnaires being mailed out, a letter concerning the Sponsor Program survey was sent to all Coast Guard districts by Commandant (G-PTE-1), which is the Advanced Training and Education Branch in the Office of Personnel at Coast Guard Headquarters. The purpose of the letter was

two-fold: (1) to prepare each district office to handle any questions received from their units concerning the survey, and (2) to encourage participation and communicate Headquarters' commitment to and interest in survey results. Appendix O is a copy of the letter sent out by Commandant to all districts.

D. QUESTIONNAIRE RETURNS

The questionnaires were mailed out Thursday, 7 August 1980. It was anticipated that most of the questionnaires that were going to be returned would probably be received back within the first 2-1/2 weeks. This was assuming a maximum of 3 to 4 days mailing time each way, and an average of approximately one week to complete the questionnaires. After 2-3 weeks, the number of returns per day was expected to decrease significantly, those coming in after that being mostly from units stationed outside of the continental United States.

The first questionnaire was received back on Tuesday, 12 August 1980. By Saturday, 16 August 1980 a total of 182 questionnaires, or 34.21% of those mailed out, had already been returned. By the end of the next week, on 23 August 1980, 305 questionnaires (57.33%) had been returned. The number of returns per day then slowed down considerably, which was expected. By 15 September 1980, a total of 402 questionnaires (75.56%) had been received. About two weeks later on 30 September 1980, 4 more questionnaires were received, all 4 being from the same unit located in a foreign country, so

that the final number of questionnaires returned was 406, or 76.32%. This included 105 out of the 133 Commanding Officer/Officer-in-Charge Questionnaires mailed out (78.95%) and 301 of the 399 Unit Personnel Questionnaires (75.44%). Table III is a complete breakdown of the number of returns by date received and type.

E. COMPUTER PROGRAMMING

As was already mentioned, each question on both questionnaires was written so that the data gathered could be easily coded for subsequent computer analysis. All of the information on each questionnaire returned was coded, punched onto cards, and entered into the Naval Postgraduate School's IBM 360 computer using a computer program known as the Statistical Package for the Social Sciences (SPSS). SPSS is an integrated system of computer programs designed for the compilation and analysis of social science data. "The system provides a unified and comprehensive package that enables the user to perform many different types of data analysis in a simple and convenient manner" [Nie, 1975, p. 1].

Four different SPSS computer subprograms were used in compiling and analyzing the data. First, subprogram FREQUENCIES was used which computed and presented frequency distribution tables for each of the questions on both of the questionnaires (excluding open-ended questions). This subprogram compiled the total number of responses to each possible

TABLE III. QUESTIONNAIRE RETURNS

		CO/OIC QUESTIONNAIRES			UNIT PERSONNEL QUESTIONNAIRES			TOTALS		
Day	Date	Number Returned For Day	Total # Returned (Cum.)	Total % Returned (Cum.)	Number Returned For Day	Total # Returned (Cum.)	Total % Returned (Cum.)	Total Returned For Day	Total # Returned (Cum.)	Total % Returned (Cum.)
Tue	12 Aug 80	-	-	-	1	1	0.25%	1	1	0.18%
Wed	13 Aug 80	4	4	3.01%	11	12	3.01%	15	16	3.01%
Thu	14 Aug 80	12	16	12.03%	38	50	12.53%	50	66	12.40%
Fri	15 Aug 80	23	39	29.32%	61	111	27.82%	84	150	28.20%
Sat	16 Aug 80	8	47	35.34%	24	135	33.83%	32	182	34.21%
Mon	18 Aug 80	13	60	45.11%	36	171	42.86%	49	231	43.42%
Tue	19 Aug 80	1	61	45.86%	4	175	43.86%	5	236	44.36%
Wed	20 Aug 80	1	62	46.61%	5	180	45.11%	6	242	45.49%
Thu	21 Aug 80	7	69	51.88%	7	187	46.87%	14	256	48.12%
Fri	22 Aug 80	5	74	55.64%	24	211	52.88%	29	285	53.57%
Sat	23 Aug 80	6	80	60.15%	14	225	56.39%	20	305	57.33%
Mon	25 Aug 80	7	87	65.41%	14	239	59.90%	21	326	61.28%
Tue	26 Aug 80	1	88	66.17%	2	241	60.40%	3	329	61.84%
Wed	27 Aug 80	1	89	66.92%	4	245	61.40%	5	334	62.78%
Thu	28 Aug 80	1	90	67.67%	7	252	63.16%	8	342	64.29%
Fri	29 Aug 80	1	91	68.42%	7	259	64.91%	8	350	65.79%
Sat	30 Aug 80	3	94	70.68%	5	264	66.17%	8	358	67.30%
Tue	2 Sep 80	0	94	70.68%	7	271	67.92%	7	365	68.61%
Wed	3 Sep 80	1	95	71.43%	3	274	68.67%	4	369	69.36%
Thu	4 Sep 80	2	97	72.93%	5	279	69.92%	7	376	70.68%
Fri	5 Sep 80	0	97	72.93%	3	282	70.68%	3	379	71.24%
Sat	6 Sep 80	0	97	72.93%	4	286	71.68%	4	383	71.99%
Mon	8 Sep 80	3	100	75.19%	7	293	73.43%	10	393	73.87%
Tue	9 Sep 80	0	100	75.19%	0	293	73.43%	0	393	73.87%
Wed	10 Sep 80	1	101	75.94%	0	293	73.43%	1	394	74.06%
Thu	11 Sep 80	1	102	76.69%	3	296	74.19%	4	398	74.81%
Fri	12 Sep 80	0	102	76.69%	0	296	74.19%	0	398	74.81%
Sat	13 Sep 80	1	103	77.44%	1	297	74.44%	2	400	75.19%
Mon	15 Sep 80	1	104	78.20%	1	298	74.69%	2	402	75.56%
Tue	30 Sep 80	1	105	78.95%	3	301	75.44%	4	406	76.32%

answer for each question and computed descriptive statistics (e.g., mean, standard deviation, etc.).

Subprogram CROSSTABS was used for contingency table analysis. Contingency table analysis (crosstabulation) provides the joint frequency distribution of two or more variables. For instance, if a person wanted to know how many of the respondents were O-3s and were stationed in a foreign country, subprogram CROSSTABS would provide this information.

Subprogram T-TEST was used to compute Student's t for testing whether or not the difference between two sample means was significant. " 'Significant' here does not mean 'important' or 'of consequence'; it is used here to mean 'indicative of' or 'signifying' a true difference between the two populations" [Nie, 1975, p. 267]. If the difference between two sample means is significant, a similar relationship can be inferred to exist between the means of the true population. For example, if it is found that there is a significant difference between how whites and blacks in the survey sample answered a question about the Sponsor Program, then the same relationship can be said to exist between whites and blacks throughout the Coast Guard.

And finally, bivariate correlation analysis was accomplished through the use of subprogram PEARSON CORR. Bivariate correlation provides a single number, called the correlation coefficient (r), which summarizes the relationship or strength of association between two variables. When there

is a perfect relationship between two variables, r takes on the value of +1.0 or -1.0; when there is no relationship between two variables r equals Ø. Thus, the larger the absolute value of r is, the stronger the relationship. As can be seen, the correlation coefficient can be either positive or negative - indicating not whether the relationship is high or low, but whether there is a positive or inverse relationship. In addition, subprogram PEARSON CORR indicates the probability of each relationship occurring by chance. For this study, only significance levels of .05 (a 1-in-20 probability of the relationship occurring by change) or less will be considered to be statistically significant.

F. SUMMARY

In this chapter the purpose, design, and methodology for conducting the survey of Coast Guard personnel were presented. In addition, an explanation of the computer programs utilized in analyzing the data was provided, as well as a day-by-day breakdown of the number of questionnaires returned.

It should be noted that the final return rate of 76.32% was much higher than was expected. Since the questionnaires were not mandatory, but were voluntary and anonymous - so that there was no way of knowing whether or not someone did not return the questionnaire - something must have motivated so many people to respond. The high return rate may indicate that Coast Guard personnel are indeed very concerned about

the programs and actions that can be taken by the Coast Guard to assist them in making their moves from one duty station to another.

In the next chapter, findings and the results of analysis of the data obtained on the two questionnaires will be discussed.

VI. FINDINGS AND RESULTS OF THE SURVEY

The last chapter described the Sponsor Program survey which was conducted on personnel from a sample of Coast Guard units. In this chapter, the findings and the results of analysis of the data collected on the two questionnaires of the survey will be presented. In Chapter VII, the author will present conclusions and provide recommendations for the Coast Guard on the Sponsor Program.

As was mentioned in Chapter V, two types of questions were included in the questionnaires - closed and open-ended. The first section of this chapter will focus on the responses to the closed questions, the second section will discuss the comments which were made on the open-ended questions. All tables referred to in this chapter appear at the end of the chapter in numerical orders.

A. CLOSED QUESTIONS

1. General

Tables IV and V give the breakdown of responses to each question (excluding open-ended questions which will be discussed later) on the Commanding Officer/Officer-in-Charge Questionnaire and the Unit Personnel Questionnaire, respectfully. Responses for each question are listed, followed by the number of times (frequency) each response was given and the percentage (%) that that number represents of the total

number of responses to that question. Means and standard deviations have been provided where appropriate.

The total number of responses on each question will not always equal the total number of questionnaires returned. This is due to the fact that some of the people responding to the questionnaires did not answer all of the questions. If on any questionnaire one or more of the questions to be used in any single analysis was not answered, all of the questions from that questionnaire were deleted from that analysis.

The answers to question number 4 on the Commanding Officer/Officer-in-Charge Questionnaire have been recoded to indicate whether the CO/OIC assumed command before or after the Sponsor Program became mandatory for all personnel on 3 March 1980, which was the desired information for which the question was written. It was felt that the easiest method of obtaining this information was to simply ask the respondents to indicate the date they assumed command and then recode those answers accordingly. Likewise, question number 6 on the Unit Personnel Questionnaire (which asked for when unit personnel reported aboard their present unit) was also recoded to indicate whether they reported aboard before or after the Sponsor Program became mandatory.

Demographic data on the respondents to both questionnaires is listed in Tables IV and V.

2. Feelings

Results from the Commanding Officer/Officer-in-Charge Questionnaire (see Table IV) show that 97.1% of all the COs/OICs felt the Sponsor Program was a worthwhile program, with 81.9% agreeing that the program should be mandatory throughout the Coast Guard for all personnel on PCS moves.

From the results of the Unit Personnel Questionnaire (see Table V) it can be seen that 75.1% or 3/4 of the unit personnel surveyed felt that the Sponsor Program should be mandatory for all PCS moves. In addition, a mean of 3.44 on question number 24 indicates that unit personnel on the average felt that the Sponsor Program was a worthwhile program. More specifically, more people indicated that the Sponsor Program was to "a great extent" a worthwhile program than any other response.

Statistical analysis using Student's t (SPSS Sub-program T-TEST) was used to assess the differences between sample means of the COs/OICs of units inside of the continental U. S. and COs/OICs outside of the continental U. S. The analysis showed that there was no significant difference in feelings about whether or not the Sponsor Program was a worthwhile program. Table VI shows the comparisons of various sample means for different groups of COs/OICs who responded to the Commanding Officer/Officer-in-Charge Questionnaire. As can be seen, there was also no significant difference between how COs/OICs of afloat units and COs/OICs of shore units felt concerning whether or not

the Sponsor Program was a worthwhile program. Similarly, there was no significant difference found between COs/OICs of units inside of the continental U. S. and COs/OICs of units outside of the continental U. S. and whether or not they felt the Sponsor Program should be mandatory for all personnel. There was also no significant difference between COs/OICs of afloat units and COs/OICs of shore units and whether or not they felt the Sponsor Program should be mandatory for all personnel. What this means is that the extent to which COs/OICs considered the Sponsor Program worthwhile and worth making mandatory was unrelated to the location and type of command to which they were assigned.

Table VII is a summary of the comparisons of sample means for different groups of unit personnel who responded to the Unit Personnel Questionnaire. From Table VII it can be seen that, as in the case of COs/OICs, there were no significant differences in feelings about the Sponsor Program (i.e., whether they felt the program should be mandatory, and the extent to which they felt the program was worthwhile) between unit personnel stationed inside of the continental U. S. and those personnel stationed outside of the continental U. S. There were also no significant differences in feelings about the Sponsor Program between unit personnel who were on ships and those who were ashore, between males and females, between whites and non-whites.

3. Factors Affecting the Move

Using bivariate correlation analysis, it was also found (see Table VIII) that there was a significant and positive relationship between the degree to which a sponsor's services were experienced as being helpful to a person during a move and how easy that person rated that move to be ($r=.20$, $p=.010$). Correlations also indicated that there was a strong positive and significant relationship between the information the sponsor provided to the new member concerning the new duty station and how easy the move to that duty station was rated ($r=.32$, $p=.000$). In other words, the more information that was provided about the new unit, the easier the move tended to be. A similar association with the ease of the move was found for both the amount of information provided about the new geographical location ($r=.30$, $p=.000$) and the amount of information provided about the new job ($r=.31$, $p=.000$). As would be expected, when all three of these items were combined - the amount of information provided about the new unit, the new location, and the new job - an even stronger correlation with the ease of the move was found ($r=.37$).

The combined relationship, however, was not that much larger than was either of the three factors separately. This indicated the possibility that there was substantial intercorrelation between the three factors. When correlation analysis was done between the three factors (see Table VIII),

it was found that there was indeed a very strong positive relationship between them (r ranging from .47 to .63).

To test the separate effects of each of the three factors on the ease of the move, partial correlation analysis was conducted. The correlation between the amount of information provided on the new duty station and the ease of the move dropped from .32 to .16 (p=.017) when partialling out the effect of the amount of information provided on the new job. When the effect of the amount of information provided on the new geographical location was partialled out, the correlation dropped to .18 (p=.009). When both the amount of information provided on the new job and the new geographical location were partialled out, the relationship between the ease of the move and the amount of information on the new duty station dropped, but more importantly it no longer was significant (r=.09, p=.112).

The separate effect of the amount of information provided about the new job on the ease of the move was also computed, partialling out the effects of the amount of information provided on the new duty station (r=.16, p=.018), the amount of information provided on the new geographical location (r=.20, p=.003), and both of these together (r=.13, p=.037). The separate effect of the amount of information provided about the new geographical location on the ease of the move was computed, partialling out the effects of the amount of information provided on the new duty station (r=.16, p=.018), the amount of information

provided on the new job (r=.19, p=.006), and both of these together (r=.13, p=.038).

What this analysis indicates is that of the three types of information provided by the sponsor, information on the new job and information on the new geographical location may be significantly related to the ease of the move, but the information on the new duty station may not be. The partial correlation analysis shows that information on the new duty station is difficult to separate out from the other two types of information. One explanation for this is that the term "duty station" is probably less distinct than is "job" or "geographical location." In other words, "duty station" as a term has excess and/or unclear meaning, and could have been interpreted by respondents as encompassing many of the aspects of both the new job and new geographical location. Although the strength of each of the relationships dropped when the effects of the other types of information provided were removed, the correlations between the ease of the move and both the amount of information provided on the new job and the amount of information provided on the new geographical location did remain significant. The drops, therefore, do not mean that these two types of information are not important, but mean that the combined effect of the several types of information provided is greater than is the effect of any one type of information in helping to make a person's move easier.

4. Satisfaction

Bivariate correlation analysis showed that of the people who had used the Sponsor Program, there was a significant positive relationship between how worthwhile they felt the Sponsor Program was and (1) how satisfied they were with their present duty station (r=.13, p=.040), (2) how satisfied they were with their present location (r=.19, p=.006), and (3) how satisfied they were with military life in general (r=.22, p=.002). In other words, the more worthwhile a person felt the Sponsor Program was, the more satisfied that person tended to be with his/her duty station, location, and the military as a way of life (see Table VIII).

Additional analysis indicated that there was a positive and significant relationship between how easy people rated their moves to be and their satisfaction with the military as a way of life (r=.20, p=.003). This means, of course, that the easier a person feels his/her move is, the more satisfied he/she tends to be with the military as a whole.

5. Similarity of Sponsors to New Members

With respect to how personnel actually rated the moves they had experienced in which sponsors were assigned, the analysis indicates that there was no significant difference between the ease of the moves for when sponsors assigned were of the same pay grades as the people being transferred and when sponsors assigned were of different pay grades as

the people being transferred (see Table VII). There was also no significant difference in the ease of the moves between when sponsors assigned were of the same or different ratings. This indicates that the relationship of the sponsor's pay grade and rating to those of the new person is not systematically related to the ease of the new person's move.

6. Other Findings

From the results of the responses to the CO/OIC Questionnaire (see Table IV), it can be seen that 94.3% of all the COs/OICs indicated that they knew of the Sponsor Program before it became mandatory for all PCS moves. In light of the fact that it has been mandatory for COs/OICs to assign sponsors to all incoming first assignment personnel since mid-1974, this 94% is, in fact, very low when it is realized that all COs/OICs should have known about the Sponsor Program.

From the commands surveyed, 66.7% of the COs/OICs indicated that their present unit already had a mandatory PCS Sponsor Program in effect even before the Coast Guard made it mandatory. It should be noted, however, that of the COs/OICs who had command before the Sponsor Program became completely mandatory and also indicated on the questionnaire that they felt the Sponsor Program should be a mandatory program, only 37 out of 54 actually had a mandatory program in effect before the Coast Guard made it completely mandatory. This indicates that although many COs/

OICs felt the Sponsor Program should be mandatory for all personnel, only approximately 69% actually took the time to do it on their own.

One very important statistic is that out of the unit personnel surveyed, 113 or 37.7% indicated that they had never had a sponsor assigned. The only way it should have been possible for a person to have never had a sponsor assigned at the time of the survey was if (1) that person had entered the Coast Guard prior to June 1974 (when the assignment of a sponsor became mandatory for all personnel on initial PCS orders) and (2) that person had reported aboard his/her present unit prior to 3 March 1980 (when the assignment of a sponsor became mandatory for all personnel on PCS moves). Otherwise, the person should have had a sponsor assigned if every unit was complying with the Sponsor Program. Contingency table analysis showed that of the personnel surveyed who had entered the Coast Guard since June 1974, 42.8% indicated that they had never had a sponsor assigned. In other words, only 57.2% of the people surveyed who entered the Coast Guard after June 1974 and therefore should have had at least one sponsor assigned to them, had actually had a sponsor assigned. Similarly, only 59.7% of the personnel surveyed who reported aboard their present unit after 3 March 1980, when the assignment of a sponsor became mandatory on all PCS moves, indicated that they had actually been assigned a sponsor from their present unit.

B. OPEN-ENDED QUESTIONS

Much can be learned by clustering comments made by personnel on the open-ended questions on the two questionnaires. For the Commanding Officer/Officer-in-Charge Questionnaire this was question number 9, while on the Unit Personnel Questionnaire, this was question number 27.

1. Commanding Officer/Officer-in-Charge Questionnaire

Of the 105 Commanding Officer/Officer-in-Charge Questionnaires returned, 67 or 63.8% responded to question number 9. Table IX is a summary of the responses to question 9. The number of comments exceeds the total number of responses as some people commented on more than one subject area.

It can be seen that the largest number of comments by Commanding Officers and Officers-in-Charge were concerned with the need for more individual unit/command interest and support of the Sponsor Program. Many COs/OICs indicated that one of the major problems is that the units are not really concerned with the Sponsor Program and for the program to be effective, command interest is a necessity. The comments also indicated that the units/commands themselves must become more involved with monitoring and following-up on the Sponsor Program, and that positive actions must be taken on the part of the unit to ensure that sponsors are complying with the program. One Captain wrote that "sponsor assignments must be monitored/measured to ensure an effective

program. Many are assigned but all do not take the job seriously enough to provide any help."

The second most frequently mentioned need was for more interest in the program by Coast Guard upper management. Table IX shows that some COs/OICs feel that the level of Coast Guard interest is not adequate to properly support the Sponsor Program. This includes the lack of any real monitoring procedures by the Coast Guard to ensure that units are even complying with the program. One Commander commented that there must be "support of the program by all levels of management and periodic spot checking by management within the Coast Guard to ensure the program is being followed and is receiving attention and support at both the command level and lower supervisory levels."

Some COs/OICs also indicated that the lack of any published Coast Guard-wide guidelines on just exactly what a sponsor should do causes the program to be ineffective. Although the Coast Guard does provide some broad guidelines on the Sponsor Program, more specific guidelines or steps to be taken by the sponsor are felt to be necessary. A Commander stated that there needs to be "more complete guidance on what a sponsor is expected to do and not expected to do. The largest failure in the system is that no one is completely sure of what is supposed to happen, so many times nothing happens."

Quite a few COs/OICs also indicated that personnel being transferred should be provided with more information prior to their arrival on Coast Guard/government housing. The availability of temporary quarters/lodging upon first arriving in the area was also mentioned as being a subject where more information should be provided to the new person so that upon arrival the new person has an idea of where he can stay until permanent quarters are found or made available.

Also present throughout many of the responses was the feeling by many COs/OICs that although the Sponsor Program is probably a worthwhile program, Coast Guard units presently do not have the necessary amount of resources (both people and funds) to effectively carry out the program. One Captain summarized it best:

> This is yet another CG program that adds to the administrative workload of every unit, large and small. To be effective, command attention and administrative assistance is mandatory, yet I question whether we have the needed manhours available. While desirable, we are not properly staffed to effectively administer this program.

2. Unit Personnel Questionnaire

Of the 301 Unit Personnel Questionnaires returned, 165 or 54.8% had written a response on question number 27. Table X is a summary of the comments made by unit personnel. The format is the same as was described previously for Table IX.

By far the number one comment by unit personnel was the need for more unit/command interest, follow-up, and

enforcement of the Sponsor Program. Almost 14% of the people who responded to question 27, and over 12% of all the comments made, specifically mentioned that many Coast Guard units do not seem to emphasize the Sponsor Program. A number of people mentioned that the major problem is that many units do not use the program. In addition, many units do not adequately check-up on personnel assigned as sponsors to see if they have been doing the job. An E-5 wrote that "the people who assigned them [sponsors] . . . have no follow up to see what has been done, if anything. In other words, the way it happens at this unit is that an officer hands a man a paper saying he is a sponsor . . . . The person appointed throws it away because there is no follow up, nothing." Another E-5 commented that "the Sponsor Program itself seems to be a good one. In my opinion, the problem lies in lack of compliance by units with the program." One E-6 mentioned that "the Sponsor Program would probably work, but the main problem is that it is seldom, if ever, used."

One comment that appeared in 11% of the responses was that the Sponsor Program should be made mandatory throughout the Coast Guard. This is alarming in light of the fact that the Sponsor Program has already been mandatory for all PCS moves since 3 March 1980. It is only natural to expect that a few Coast Guard personnel would not yet know that the Sponsor Program had been made mandatory, especially among

the lower enlisted personnel who may not be exposed to new directives and policies in their everyday work routine. Many of the people who made this comment, however, were not lower enlisted personnel. An E-7 with 12 years of service, for example, stated that it should be made "mandatory for every individual getting PCS orders to have a sponsor." It already is. A typical comment was provided by an E-6 when he stated the assignment of "a sponsor should be required on each PCS move." This indicates that many people have not been brought up to date on the present policies of the Sponsor Program.

This is directly related to another commonly made comment, that being that the Sponsor Program is not publicized enough, both by the Coast Guard itself and by the individual units. This is substantiated by the fact that 7 people stated that they had never even heard of the Sponsor Program. One E-4 said to "make it [the Sponsor Program] known. I'd never heard of it until filling out this questionnaire." A similar remark was made by a non-rated man when he wrote "I have never been aware that there was a sponsor program. I think it should be more publicized . . . ." Another non-rated man stated that he "was not even aware that the program existed." The fact that someone in the Coast Guard has never heard of the Sponsor Program is a matter of concern; even though the assignment of sponsors on all PCS moves has only been mandatory since March 1980, the assignment of sponsors to all personnel going to an

initial assignment has been mandatory since June 1974. In addition, since March of 1977 all training commands (i.e., Academy, OCS, Recruit Training) have been required to provide personnel with a complete description and explanation of the Sponsor Program. The fact that so many people could have never heard of the program in itself indicates a problem with publicizing the program.

Many of the respondents indicated that the absence of any published/promulgated guidelines and specific actions that should be taken by sponsors was a problem. Many people who are assigned as sponsors don't know what they should do other than contact the new member. Without instructions on what a sponsor's duties are, unit personnel indicated that many times people who are assigned as sponsors simply do not do anything at all to help the new member.

Unit personnel also indicated that in many cases sponsors are not given enough time off by the unit to carry out the responsibilities of being a sponsor. They did not indicate sponsors should get a whole day off, but instead suggested a couple of hours off from the workplace to make phone calls, write letters to the new member, etc. Some personnel indicated that after a hard day at work they do not feel like having to spend their free time being a sponsor, which in many cases is what they are asked to do.

Concern with housing matters was also expressed in the comments from unit personnel. Although the Coast Guard

Personnel Manual states that sponsors are supposed to provide new members with information on housing availability, the comments indicate that many times this is not done. Eight people felt that perhaps the sponsor could work more closely with district HAIL offices to provide better housing information to new members in advance of their arrival in the area. One E-5 wrote that he thinks "a sponsor should be a little more into helping with housing, as that is the biggest problem when making a PCS move."

Unit personnel also expressed the opinion that only those people who volunteer and want to be sponsors should be assigned as such. People felt that if someone is not motivated to be a sponsor, assigning them could be worse than no sponsor at all because they might pass on bad or negative feelings to the new member. Only those people who want to be sponsors should be used, unless it is absolutely necessary to do otherwise, because they will put more effort into the job than someone who doesn't care. A W-2 commented that "the program is an excellent program but is only as good as the personnel involved. Some individuals provide excellent info while others don't care and do nothing."

The fact that there is not enough money and people to adequately do the job was also mentioned in some of the responses. A couple of people mentioned that with the increasing missions and responsibilities the Coast Guard has assumed without a significant increase in funds and personnel,

Coast Guard personnel are working longer and longer hours and don't have the time to be a sponsor. It was noted that many times it is not that people do not want to be sponsors, they just do not have time to be one. An E-8 expressed it best when he wrote:

> Instead of the Coast Guard tackling all of the people-oriented programs without providing resources, it would be more beneficial if they would provide offsetting resources so the program can be effectively carried out. As things are now, only lip service is provided to people programs such as this.

C. SUMMARY

The first section of this chapter focused on the responses to the closed questions on the two questionnaires. Results from analysis of the data collected indicate several different things. First, many people are not being assigned sponsors when, according to regulations, they should be. Second, the location and the type of command do not make any difference with respect to personnel attitudes towards the use of the Sponsor Program. Third, almost all of the people surveyed (COs/OICs and unit personnel together) feel the Sponsor Program is worthwhile. In addition, 77% of the total number of respondents indicated that they feel the assignment of a sponsor should be mandatory for all PCS moves. Fourth, the more information that is provided by the sponsor to the new member in advance of the move, the easier his/her move will tend to be. And fifth, the easier a person's move is, the

more satisfied he/she will tend to be with the military as a way of life.

In interpreting these research results caution must be taken as there are several sources of possible bias. In this study the author wishes to point out two possible sources of bias that could have had an effect upon personnel answering the questionnaires. First, people may have answered in the affirmative or at the higher end of any rating scales to try to please the author. People may have indicated they had more experience with the Sponsor Program than was in fact the case. Thus, the number of people who have never heard of or never used the Sponsor Program is probably higher than was reported in the questionnaires. Second, people tend to answer a question according to what the most acceptable or socially desirable answer seems to be, rather than how they actually feel. People might have answered that they felt the Sponsor Program should be mandatory because they already knew it was mandatory. This could mean that fewer people feel the Sponsor Program should be mandatory than actually said so.

The second section of this chapter presented some of the comments and concerns expressed by both COs/OICs and unit personnel concerning the Sponsor Program. It by no means mentioned all of them, only some of those that were mentioned again and again throughout the questionnaires. A complete summary of all the comments can be found in Tables IX and X. The main concerns noted in both the Unit Personnel and

Commanding Officer/Officer-in-Charge Questionnaires were: (1) the need for more command interest and support for the Sponsor Program; (2) the need for more enforcement/follow-up on the program; (3) the need to publish more specific guidelines for sponsors to follow; (4) the importance of having the sponsor provide adequate information on housing in the new area; and (5) the lack of resources (people and funds) to properly do the job intended by the Sponsor Program.

Although almost all of the comments were worded in the negative, this does not mean that people felt the program was all bad. The wording of question number 9 on the Commanding Officer/Officer-in-Charge Questionnaire and of question number 27 on the Unit Personnel Questionnaire specifically asked for recommendations on how to improve the Sponsor Program. As a result, mostly only problems and areas for improving the program were noted in the comments.

TABLE IV

RESPONSES TO QUESTIONS ON COMMANDING OFFICER/OFFICER-IN-CHARGE SPONSOR PROGRAM QUESTIONNAIRES

1. Is your unit an afloat or a shore command?

Answer	Frequency	%
1. Afloat	24	22.9
2. Ashore	81	77.1

2. Where is your unit located/homeported?

Answer		
1. Continental U.S.	94	89.5
2. Other U.S.	8	7.6
3. Foreign	3	2.9

3. What is your present pay grade?

Answer		
1. E-6 and below	9	8.6
2. E-7/E-8/E-9	25	23.8
3. W-1/W-2/W-3/W-4	16	15.2
4. O-1	0	0
5. O-2	8	7.6
6. O-3	6	5.7
7. O-4	10	9.5
8. O-5	10	9.5
9. O-6	21	20.0

4. When did you assume the duties of Commanding Officer/Officer-in-Charge?

Answer		
1. Before Sponsor Program Became Mandatory	67	65.7
2. After Sponsor Program Became Mandatory	35	34.3

5. Did you know about the Coast Guard Sponsor Program before it became mandatory on 3 March 1980 to assign sponsors to all incoming personnel?

Answer		
1. Yes	99	94.3
2. No	6	5.7

6. Did your present unit have a Sponsor Program in which the assignment of sponsors was mandatory for all incoming personnel before the Coast Guard made it mandatory in ALDIST 069/80 of 3 March 1980?

Answer	Frequency	%
1. Yes	70	66.7
2. No	35	33.3

7. Do you feel that the Sponsor Program as outlined in the Coast Guard Personnel Manual and ALDIST 069/80 is a worthwhile program?

Answer		
1. Yes	102	97.1
2. No	3	2.9

8. Do you feel that it should be mandatory to assign sponsors to all personnel on PCS moves?

Answer		
1. Yes	86	81.9
2. No	19	18.1

TABLE V

RESPONSES TO QUESTIONS ON UNIT PERSONNEL SPONSOR PROGRAM QUESTIONNAIRES

1. What is your present pay grade?

Answer		Frequency	%
1.	E-1 to E-3	34	11.4
2.	E-4	34	11.4
3.	E-5	53	17.7
4.	E-6	71	23.7
5.	E-7	38	12.7
6.	E-8	9	3.0
7.	E-9	3	1.0
8.	W-1	0	0
9.	W-2	10	3.3
10.	W-3	3	1.0
11.	W-4	2	0.7
12.	O-1	7	2.3
13.	O-2	15	5.0
14.	O-3	13	4.3
15.	O-4	3	1.0
16.	O-5	2	0.7
17.	O-6	2	0.7

2. Are you currently assigned to a ship?

Answer			
1.	Yes	70	23.4
2.	No	229	76.6

3. Where is your unit located/homeported?

Answer			
1.	Continental U.S.	268	89.6
2.	Other U.S.	23	7.7
3.	Foreign	8	2.7

4. How long have you been in the Coast Guard?

Answer		
Less than 4 years	99	33.4
4 years to 9 years 11 months	106	35.7
10 years to 14 years 11 months	48	16.3
15 years to 19 years 11 months	30	10.1
20 years to 24 years 11 months	10	3.3
25 years to 29 years 11 months	3	0.9
30 years or more	1	0.3

5. In your Coast Guard career, have you graduated from:

Answer	Frequency	%
1. Recruit Training & OCS	8	2.7
2. Recruit Training only	229	76.8
3. OCS only	7	2.3
4. Coast Guard Academy	23	7.7
5. None of these	31	10.4

6. When did you report aboard your present unit?

Answer		
1. Before Sponsor Program Became Mandatory	177	59.6
2. After Sponsor Program Became Mandatory	120	40.4

7. How do you feel about your present duty station/unit?

Answer		
1. Very Dissatisfied	12	4.0
2. Somewhat Dissatisfied	36	12.1
3. Neutral	29	9.8
4. Somewhat Satisfied	97	32.7
5. Very Satisfied	123	41.4

Mean = 3.95 Standard Deviation = 1.17

8. How do you feel about your current geographical location?

Answer		
1. Very Dissatisfied	22	7.4
2. Somewhat Dissatisfied	37	12.5
3. Neutral	35	11.8
4. Somewhat Satisfied	85	28.6
5. Very Satisfied	118	39.7

Mean = 3.81 Standard Deviation = 1.28

9. How do you feel about the military as a way of life?

Answer		
1. Very Dissatisfied	25	8.4
2. Somewhat Dissatisfied	48	16.2
3. Neutral	47	15.9
4. Somewhat Satisfied	109	36.8
5. Very Satisfied	67	22.6

Mean = 3.49 Standard Deviation = 1.24

10. How many permanent change of duty station (PCS) moves have you made in your Coast Guard career?

Answer	Frequency	%
1. 1	34	11.4
2. 2	47	15.7
3. 3	61	20.4
4. 4	47	15.7
5. 5 or more	110	36.8

11. During your Coast Guard career how many times have sponsors been assigned to you for PCS moves?

Answer		
0. 0	113	37.7
1. 1	108	36.0
2. 2	59	19.7
3. 3	15	5.0
4. 4	1	0.3
5. 5 or more	4	1.3

12. After receiving orders to your present duty station/unit was a sponsor assigned to you?

Answer		
1. Yes	134	44.7
2. No	166	55.3

13A. Were you in touch with your sponsor before you departed from your previous unit?

Answer		
1. Yes	158	84.9
2. No	28	15.1

13B. If yes, how?

Answer		
1. By letter	23	14.5
2. By telephone call	70	44.0
3. In person	5	3.1
4. Combination 1, 2 and/or 3	58	36.5
5. Other	3	1.9

14. Which of the following was true about your sponsor's pay grade?

Answer		
1. It was the same as yours	74	40.4
2. It was senior to yours	81	44.3
3. It was junior to yours	28	15.3

15. Was the assigned sponsor the same rating as you were? (Enlisted only)

Answer	Frequency	%
1. Yes	96	69.6
2. No	42	30.4

16A. Did you use your sponsor's services before or during your move?

Answer		
1. Yes	116	63.7
2. No	66	36.3

16B. If yes, to what extent did your sponsor's services help you during the move?

Answer		
1. Not at all	10	7.4
2. Very Little	25	18.5
3. Some	56	41.5
4. A Great Extent	30	22.2
5. A Very Great Extent	14	10.4

Mean = 3.10 Standard Deviation = 1.06

17 How much information concerning your new duty station/unit did your sponsor provide you?

Answer		
1. None	18	9.9
2. Very Little	17	9.3
3. Some	59	32.4
4. A Great Deal	66	36.3
5. A Very Great Deal	22	12.1

Mean = 3.31 Standard Deviation = 1.12

18. How much information concerning your new job assignment did your sponsor provide you?

Answer		
1. None	25	13.7
2. Very Little	38	20.8
3. Some	58	31.7
4. A Great Deal	48	26.2
5. A Very Great Deal	14	7.7

Mean = 2.93 Standard Deviation = 1.15

19. How much information concerning your new geographical area/location did your sponsor provide you?

Answer	Frequency	%
1. None	30	16.5
2. Very Little	40	22.0
3. Some	51	28.0
4. A Great Deal	47	25.8
5. A Very Great Deal	14	7.7

Mean = 2.86 Standard Deviation = 1.20

20. Did your sponsor meet you when you arrived in the area?

Answer		
1. Yes	89	48.4
2. No	95	51.6

21. Did your sponsor show you around the local area?

Answer		
1. Yes	69	37.7
2. No	114	62.3

22. How would you rate your move to that duty station:

Answer		
1. Very Difficult	20	10.8
2. Somewhat Difficult	32	17.2
3. Somewhat Easy	86	46.2
4. Very Easy	48	25.8

Mean = 2.87 Standard Deviation = 0.92

23. What was your marital status during your PCS move to that duty station?

Answer		
1. Single - never married	50	27.0
2. Divorced	3	1.6
3. Separated	2	1.1
4. Widowed	0	0
5. Married	130	70.3

24. To what extent do you feel the Sponsor Program as you have experienced it is a worthwhile program?

Answer		
1. None	8	4.3
2. Very Little	26	14.0
3. Some	58	31.2
4. A Great Extent	64	34.4
5. A Very Great Extent	30	16.1

Mean = 3.44 Standard Deviation = 1.06

25. Do you feel that it should be mandatory to assign a sponsor to all personnel making a permanent change of station?

Answer	Frequency	%
1. Yes	220	75.1
2. No	73	24.9

26A. Have you ever been a sponsor for another person?

Answer		
1. Yes	142	48.0
2. No	154	52.0

26B. If yes, did you volunteer or were you assigned?

Answer		
1. Volunteered	80	56.3
2. Assigned/Appointed	62	43.7

27. What recommendations can you give for improving the Coast Guard Sponsor Program? (Open-ended question - see Table X.)

28. What is your present marital status?

Answer		
1. Single - never married	84	28.2
2. Divorced	11	3.7
3. Separated	3	1.0
4. Widowed	1	0.3
5. Married	199	66.8

29. How many dependents to you have? (Do not include yourself or your spouse)

Answer		
0. 0	123	41.3
1. 1	58	19.5
2. 2	70	23.5
3. 3	31	10.4
4. 4	11	3.7
5. 5 or more	5	1.7

30. Are you male or female?

Answer		
1. Male	284	95.6
2. Female	13	4.4

31. How old were you on your last birthday?

Answer	Frequency	%
Under 20	13	4.4
20 to 24	106	35.7
25 to 29	67	22.6
30 to 34	55	18.6
35 to 39	40	13.4
40 to 44	13	4.4
45 to 49	2	0.6
50 or over	1	0.3

32. What do you consider to be your main racial or ethnic group?

Answer		
1. Black	16	5.6
2. Indian	2	0.7
3. Hispanic	9	3.1
4. Oriental	2	0.7
5. White	249	86.5
6. Other	10	3.5

TABLE VI

COMPARISONS OF SAMPLE MEANS ON QUESTIONS FROM THE COMMANDING OFFICER/OFFICER-IN-CHARGE QUESTIONNAIRE

Question: Do you feel that the Sponsor Program as outlined in the Coast Guard Personnel Manual and ALDIST 069/80 is a worthwhile program?
(1 = Yes, 2 = No)

Sample Groups	Mean	Standard Deviation	t value	d.f.
Inside Continental U.S.	1.03	0.17	1.75	93.00
Outside Continental U.S.	1.00	0.00		
Afloat Command	1.04	0.20	0.38	31.40
Shore Command	1.03	0.16		

Question: Do you feel that it should be mandatory to assign sponsors to all personnel on PCS moves?
(1 = Yes, 2 = No)

Sample Groups	Mean	Standard Deviation	t value	d.f.
Inside Continental U.S.	1.18	0.39	-0.01	12.24
Outside Continental U.S.	1.18	0.41		
Afloat Command	1.17	0.38	-0.21	38.53
Shore Command	1.19	0.39		

* $p \leq .05$

TABLE VII

COMPARISONS OF SAMPLE MEANS ON QUESTIONS FROM THE UNIT PERSONNEL QUESTIONNAIRE

Question: To what extent do you feel the Sponsor Program as you have experienced it is a worthwhile program?
(1 = None, 5 = A Very Great Extent)

Sample Groups	Mean	Standard Deviation	t value	d.f.
Inside Continental U.S.	3.39	1.05	-1.57	34.58
Outside Continental U.S.	3.74	1.10		
Ship	3.49	1.02	0.32	57.58
Shore	3.43	1.07		
Male	3.44	1.08	-0.45	9.90
Female	3.56	0.73		
Non-white	3.24	1.30	-0.74	23.35
White	3.46	1.02		

Question: Do you feel that it should be mandatory to assign a sponsor to all personnel making a permanent change of station?
(1 = yes, 2 = no)

Sample Groups	Mean	Standard Deviation	t value	d.f.
Inside Continental U.S.	1.26	0.44	1.38	40.61
Outside Continental U.S.	1.16	0.37		
Ship	1.27	0.45	0.37	105.54
Shore	1.25	0.43		
Male	1.25	0.43	-0.43	12.93
Female	1.31	0.48		
Non-white	1.24	0.43	-0.24	49.66
White	1.26	0.44		

* $p \leq .05$

Question: How would you rate your move to that duty station?
(1 = Very Difficult, 4 = Very Easy)

Sample Groups	Mean	Standard Deviation	t value	d.f.
Sponsor of Same Pay Grade	2.82	0.94	-0.53	154.72
Sponsor of Diff Pay Grade	2.90	0.92		
Sponsor with Same Rating	2.85	0.94	-0.15	78.09
Sponsor with Diff Rating	2.88	0.94		

* $p \leq .05$

TABLE VIII

CORRELATION RESULTS

(Listed by question number - see below for abbreviated description of each question)

	Q7	Q8	Q9
Q24	0.13*	0.19**	0.22**

	Q16B	Q17	Q18	Q19	Q9
Q22	0.20**	0.32**	0.31**	0.30**	0.20**

	Q18	Q19
Q17	0.63**	0.58**
Q19	0.47**	

* $.05 \geq p > .01$

** $p \leq .01$

Q7 - Satisfaction with present duty station
Q8 - Satisfaction with current geographical location
Q9 - Satisfaction with military
Q16B - Helpfulness of sponsor's services
Q17 - Information provided on new duty station
Q18 - Information provided on new job assignment
Q19 - Information provided on new geographical location
Q22 - Ease of move
Q24 - Sponsor Program worthwhile

TABLE IX

SUMMARY OF COMMENTS FROM COMMANDING OFFICER/OFFICER-IN-CHARGE SPONSOR PROGRAM QUESTIONNAIRES

Subject Area	Number of Times Mentioned
More command support/interest/follow-up on the Sponsor Program is needed	15
More Coast Guard interest and follow-up needed	7
Not enough resources (people and money) to carry out the Sponsor Program the way it should be	7
Publish guidelines/minimum performance requirements for sponsors	5
Sponsor Program is a good program just like it is	5
More information on government housing needed	5
Sponsors should be of similar circumstances as the new member	4
Keep information to be used by sponsors updated	4
Not always enough lead time between when a person receives his orders and when he has to depart	4
For small units the Sponsor Program should be administered by parent commands	3
Prior information on temporary quarters/lodging	2
Need specialized training for sponsors	2
Program adds to the administrative workload	2
More standardization of material within each locality is needed	2
Have HAIL offices maintain listings of Coast Guard quarters, leased housing available, etc.	2

Subject Area	Number of Times Mentioned
Sponsors do not take the job seriously	1
Most units take the program too lightly	1
Sponsors should contact new member, not vice versa	1
Need to provide incentives to sponsors	1
Large units/commands should have a full-time Sponsor billet	1
Make up cassettes containing information on new area and send to the new member before he departs for the unit	1
Keep the Sponsor Program simple	1
Sources of local information for sponsors must be improved	1
Non-rated personnel might not be in a position to use the ship's telephones	1
Use personnel who have been at the unit for awhile as sponsors	1
Never use the person being relieved as a sponsor	1
Establish unit level housing officers	1
Allow phone calls using unit phones between wives	1
Encourage immediate phone contact between sponsor and new member	1
Use Coast Guard Reserve/Auxiliary personnel to gather information for use by sponsors	1
Sponsor Program should be mandatory for all first-termers, optional for all others	1

TABLE X

SUMMARY OF COMMENTS FROM UNIT PERSONNEL
SPONSOR PROGRAM QUESTIONNAIRES

Subject Area	Number of Times Mentioned
More command interest/follow-up/enforcement is needed	23
The Sponsor Program should be made mandatory	18
Publish guidelines/instructions on what a sponsor is supposed to do	15
Provide more help with housing matters	12
Sponsor should be of similar circumstances as the new member	11
Allow sponsors an adequate amount of time off from work schedule to do the job	10
Only use personnel who want to be sponsors as sponsors	9
Publicize the Sponsor Program and its importance	9
Increase the use of HAIL offices	8
Had never heard of the Sponsor Program before being asked to do this questionnaire	7
There should be a check-off list for sponsors to follow	6
Units ignore the Sponsor Program	6
Only responsible people should be assigned as sponsors	6
Ensure information to be used by sponsors is up-to-date	5
Not enough resources (people and money) to carry out the Sponsor Program	5
Need to provide incentives to sponsors	3

Subject Area	Number of Times Mentioned
There should be a standard Sponsor Program package from each unit	3
Each unit should have full-time sponsors	3
During PCS moves, have never been contacted by any of the people assigned as sponsors	3
Use personnel who have been at the unit for awhile as sponsors	3
Not always enough lead time between when a person receives his orders and when he has to depart	2
Have sponsor initially contact new member, not vice versa	2
Allow phone calls from unit phones	2
Need training for personnel who are going to serve as sponsors	2
Wives should participate in the Sponsor Program	2
Units have to provide the necessary information to sponsors	1
Publish examples of successful experiences with Sponsor Program	1
Sponsors have to put more effort into the program	1
Make G-PE in charge of the Sponsor Program as they issue all enlisted orders	1
Coast Guard should put out a pamphlet on the Sponsor Program	1
For small units the Sponsor Program should be administered by parent commands	1
New member should always be provided with directions on how to get to the new unit	1
Sponsors should continue helping the new member even after he arrives at the new unit	1
Have headquarters send out relocation packages whenever orders are issued	1
Let each unit set up its own Sponsor Program; keep Headquarters out of it	1

VII. CONCLUSIONS AND RECOMMENDATIONS

A. CONCLUSIONS

The Coast Guard Sponsor Program provides a means by which Coast Guard personnel who have received PCS orders can, through the use of assigned sponsors from their new duty stations, obtain information and assistance in advance of reporting to the new duty station. This advance information is of significant importance to the member being transferred. While a sponsor is not the only means for a new member to obtain information, he/she is in the author's opinion probably the best.

Other sources of information include written procedures and documents and the new boss or superior. Written documents, however, provide only formal information on the new job or duty station, while the new boss usually has a tendency to only mention the good aspects of the organization. A sponsor, on the other hand, can provide much of this information as well as provide insight into the less attractive, informal, and social aspects of the new duty station in advance of the new member's arrival. The new member will also tend to find the information from a sponsor more believable and accurate as the sponsor has witnessed the new workplace from a perspective similar to that which the new member will experience upon arrival. While the sponsor is the best source of information on the new job or duty station, however, the other

two sources mentioned should certain be used when available to supplement the information received from the sponsor.

In Chapter VI, the analysis of empirical data showed that the more information that was provided by the sponsor to the new member about the new job, new duty station, and new geographical location, the easier that person's move was to that duty station. The easier the move, the more satisfied he/she tended to be with the military. In addition, Chapter II pointed out that when a person receives accurate and realistic information about the new job prior to arriving at the new job, false or unrealistic expectations tend to be reduced. The more accurate the new person's expectations, the more satisfied that person will be later on with the new organization and job. An effective Sponsor Program can therefore be seen to lead to increased satisfaction on the part of Coast Guard personnel. And, as was also pointed out in Chapter II, the greater the satisfaction of personnel, the lower the rate of voluntary turnover.

The Coast Guard Sponsor Program, however, is far from being a fully effective program. From the information developed in this study, several problems with the Sponsor Program can be identified. First, there is a lack of compliance with the program by the units and commands themselves. Although almost everyone participating in the survey indicated they felt the Sponsor Program was worthwhile, nearly 40% of the personnel surveyed had never had a sponsor assigned to

them. This suggests that many units have not been assigning sponsors to incoming new personnel. Many units may not have an adequate understanding of the potential positive effects a good Sponsor Program can have on new personnel and their attitudes. The fact that a lack of command interest and support for the Sponsor Program was the most frequently made comment on both unit personnel and CO/OIC questionnaires indicates the significance of this problem.

Another problem is that there is no one responsible for monitoring and evaluating the Sponsor Program for the Coast Guard. As was mentioned in Chapter IV, nowhere does the Coast Guard officially specify which division, branch, or billet in Coast Guard Headquarters is responsible for overseeing the Sponsor Program. Because of this, although the Sponsor Program is now mandatory, there is no one designated to enforce the program and insure it is being carried out by the units. Presently the Coast Guard has no way of knowing whether or not sponsors are actually being assigned [CDR Chliszczyk, 1980]. The author does feel, however, that G-PS-7 has done an outstanding job of reviewing and trying to improve the Sponsor Program (e.g., they decided to make it mandatory for all personnel), even though they have not been "officially" assigned the responsibility to do so.

Another problem is that many people in the Coast Guard do not really know what their duties are when they are assigned to be sponsors. As is currently written, literature on the Coast Guard Sponsor Program does not define what a

"sponsor" is. Although there are a few guidelines to be followed by a sponsor (e.g., the sponsor is to provide information on housing, temporary lodging, public transportation, etc., to the new member), each guideline is so broad that unit personnel must decide what specific steps are to be taken by a sponsor. Comments made on the questionnaires indicate that many people who are assigned as sponsors do not know what to do - so they do nothing.

The fact that the Coast Guard is still using the Navy Sponsor Notification Form is also a problem. The Navy's Sponsor Program is still optional in many cases, so on the form there is a block to indicate whether assignment of a sponsor is required, desired, or not desired. Since the Coast Guard Sponsor Program is now mandatory and required in all cases, this block would always be checked "required." The fact that the other options are still printed on the form may, however, cause confusion as to the real status of the program and lead to people not being assigned sponsors when they should have been.

Another major problem is the lack of publicity about the Sponsor Program. Other than updating the applicable COMDTINST every few years, nothing was done to publicize the program in the past. Only after the Coast Guard made the Sponsor Program mandatory for all PCS transfers was there any significant amount of information put out to Coast Guard units on the program and its importance. But, as is apparent

from the results of the survey, many people are still not familiar with the program. Recently, there has been, however, a concerted effort on the part of Coast Guard Headquarters to provide Coast Guard personnel with substantially more exposure to the Coast Guard's housing and relocation services presently offered, including the Sponsor Program. The six-page article in the October 13, 1980 Commandant's Bulletin is an example of the type of publicity that the Coast Guard is just starting, and must continue, to give its relocation programs.

B. RECOMMENDATIONS

In an effort to help provide ways to solve the problems just mentioned, as well as help to solve other problems that may exist with the Sponsor Program and the relocation of Coast Guard personnel due to PCS transfers, the following recommendations are presented.

1. It is recommended that the Commandant designate, in writing, a specific branch in the Office of Personnel at Coast Guard Headquarters to administer, follow-up, and enforce the Sponsor Program. It is further recommended that G-PS-7 be so designated, as they are presently working on other relocation programs which are in many respects related to the Sponsor Program.

2. It is recommended that the branch tasked with the Sponsor Program designate a billet or person who will be the Sponsor Program "coordinator" or "administrator." Even

though each unit actually administers its own program, the Coast Guard must have one person specifically designated at Headquarters to answer questions and respond to any requests for assistance/guidance that may be necessary. With respect to the manpower shortages the Coast Guard is presently facing, this author realizes that it is unrealistic to expect that one person could be assigned full-time to only the Sponsor Program. Indeed, this is probably not necessary. There must be, however, even if it is as a collateral duty, someone assigned to carry out the Sponsor Program.

3. It is recommended that the branch tasked with the Sponsor Program establish a procedure or reporting system for monitoring the Sponsor Program to ensure that it is being followed by all units.

4. It is recommended that the Coast Guard publish specific guidelines and action steps for people who are assigned as sponsors.

5. It is recommended that the Coast Guard eliminate the use of the Navy Sponsor Notification Form and issue its own form for use by all Coast Guard units and personnel.

6. It is recommended that training commands (Academy, OCS, Recruit Training Centers) fully explain the Sponsor Program and the advantages of using it to all personnel going through their commands for training.

7. It is recommended that the Coast Guard publicize more broadly the importance of the Sponsor Program. By providing articles for publication in the Navy Times, Commandant's

Bulletin, High Line, etc., the Coast Guard can not only ensure that its personnel will know of the Sponsor Program, but that they will realize there is top level commitment to the program.

8. It is recommended that the Coast Guard continue efforts to increase housing assistance/support to personnel who are being transferred. As was evident from the results of the survey, many people felt that housing matters were the biggest problems personnel faced when relocating. The Coast Guard leads other military services in providing relocation assistance to its personnel. In comparison to the civilian community and industry, however, it can be seen that there is still alot more that can be done. The passage of part or all of the proposed legislation concerning real estate assistance (as was described in Chapter IV) would be a great step in helping to resolve housing problems for Coast Guard personnel.

9. It is recommended that further research be done concerning the use of sponsors and the information that is provided to the new member. For example, as was shown in Chapter VI, it does not appear to matter whether the person assigned as sponsor is of the same pay grade or rating as the new member. Whether sex, race, and/or marital differences between the sponsor and the new member affect the usefulness of the sponsor, however, remains to be tested. Another area of possible future research is associated with the "amount"

of information that should be provided to the new member. While in this thesis it was found that more was better, it was not determined if, in fact, there could be an optimum amount of information that should be provided, with anything in excess actually causing an information "overload" for the new member. Additional research should also be done on the relative usefulness of the different possible sources of information. Even though in this study the author stated he believed the sponsor is the best source of information, this was only his assertion and might not, in actuality, be true. All of this suggests that there are still many different areas concerning the Sponsor Program and the relocation of personnel that should be investigated.

It does not matter whether a person is being transferred inside or outside of the continental U.S., or to what type of unit the person is being transferred, the Sponsor Program can help to make the move easier for that person. While the Sponsor Program is certainly not a panacea for the Coast Guard's turnover problems, it can play a small but significant part in helping to improve overall personnel satisfaction and retention.

An E-7 with over 14 years in the Coast Guard commented on the Unit Personnel Questionnaire that:

> Having seen many of the difficulties experienced during a PCS move, as well as experiencing most of them myself, I consider an aggressive Sponsor Program to be of very high value . . . . I taught at AT-A School and AT-C School for several years and saw several married students arrive at Eliz. City with

little or no information on what to expect, [they had] had a sponsor assigned, but had not received any worthwhile help at all from the sponsor. This is one of the great morale destroying items that the military must overcome in order to retain quality troops for . . . . longer than 4 years service.

APPENDIX A

e. Performance and military discipline functions as applicable.

f. Providing a means of official communication in matters of a uni-service nature.

13. Activities receiving members for "personnel accounting" shall maintain those members on the personnel diary.

1810560 PERSONNEL CHECK-IN/CHECK-OUT PROCEDURES

1. Commanding officers shall simplify the check-in and check-out procedures to reduce to an absolute minimum the number of offices at which members must present themselves when reporting on board or being detached. While recognizing the need to control service, health, and pay records, close command scrutiny is required to ensure that procedures are as streamlined and efficient as ingenuity and initiative can make them.

1810580 ASSIGNMENT OF A SPONSOR UPON TRANSFER

1. Commanding officers shall maintain an effective sponsor program designed to facilitate relocation and reception of members and their families when transferred on permanent change of station orders.

2. Upon receipt of permanent change of station orders on an assigned member, the commanding officer shall ensure the member is counseled concerning the advantages and benefits to be gained from requesting a sponsor. In each case, whether the member accepts or declines sponsor assistance the information contained in the Navy Sponsor Notification, NAVPERS 1330/2, shall be provided to the member's prospective commanding officer by the transferring command. When time precludes using this form the information shall be transmitted via other, more timely means.

3. Upon receipt of the advance copy of permanent change of station orders the receiving activity shall:

a. Ensure the individual is notified by speedletter of his/her sponsor's name, mailing address, and both commercial and autovon telephone numbers on:

(1) Request of the member.
(2) Initial permanent change of station orders (including members completing recruit training, Officer Candidate School, direct appointment, etc.).
(3) Permanent change of station orders outside the 48 contiguous Unites States.

b. Ensure activity information materials are forwarded to the member in a timely manner. Where Personal Services Centers are established, this type material is assembled into welcome brochures which may be used to fulfill or supplement this requirement.

c. Advise each member reporting to a deployed unit of the family contact and assistance officer's identity and location.

d. Provide members with information on the ship's schedule when available and unclassified.

e. Take other action as necessary to assist the member and family in getting established.

4. Specific implementing actions, such as communicating with the member to explain local conditions, rendering assistance in relocating, on-site indoctrination, and welcome of the member and family are left to the ingenuity and initiative of each commanding officer. It is emphasized that receipt of current information prior to transfer of a member is essential for proper planning and morale.

1820100 OFFICER DISTRIBUTION

1. The responsibility for assigning qualified officers to authorized billets and the parallel responsibility for affording each officer an assignment which will offer opportunity for development of professional and personal capabilities rests primarily with the Chief of Naval Personnel. Except as noted herein, orders involving permanent change of station for an officer are originated by the Chief of Naval Personnel. The assignment is based on service requirements, the professional needs of the individual, the officer's record of performance, and, to the maximum extent practicable, on the preference of the officer. Officers interested in a naval career shall be given every opportunity to acquire necessary qualifications during initial minimum required service. To this end, requests for sea duty received from junior officers will normally receive favorable consideration.

2. Authority may be delegated to field commanders to assign officers to permanent stations within their commands. Individual authorizations define the scope of the authority delegated.

3. Assignment to specific billets at a duty station will be made by the ordering authority only in the instances of key billets or billets requiring special or technical qualifications. Examples of such billets are command of stations and ships in commission, executive officers of major types of vessels and activities, supply officers, and disbursing officers. The

APPENDIX B

NAVY SPONSOR NOTIFICATION
NAVPERS 1330/2 (2 73) S/N 0106 LF 063-7020

FROM:

TO:

THE SERVICE MEMBER LISTED HEREON HAS BEEN ORDERED TO YOUR COMMAND.

NAME		RANK/RATE	SSN
MARITAL STATUS	WILL DEPENDENTS ACCOMPANY SERVICEMEMBER? ☐ YES ☐ NO	SEX AND AGES OF DEPENDENT CHILDREN (F for female, M for male)	
		SEX	
		AGE	

CURRENT MAILING ADDRESS

LEAVE ADDRESS

ESTIMATED DETACHMENT DATE	ESTIMATED ARRIVAL DATE YOUR COMMAND	MODE OF TRAVEL	INITIAL PERMANENT ASSIGNMENT
			☐ YES ☐ NO

SPONSOR

☐ REQUIRED ☐ DESIRED ☐ NOT DESIRED

OTHER INFORMATION

CHAPTER 3

SPONSORHSIP AND ORIENTATION PROGRAM

Section I. GENERAL

3-1. Objectives. *a.* This program—

(1) Assists service members and their dependents in establishing themselves at their new duty stations.

(2) Assists and guides new members while they adjust to the new work environment.

b. Through this program, commanders seek to create favorable attitudes toward the organization by instilling in the member a feeling of belonging. An effective program will generate enthusiasm and high morale, and will prevent misunderstandings.

c. Prompt and continuous communication with a sponsor is very helpful to incoming members and their families in PCS moves. The sponsor can provide needed information on housing; schools; what household goods to ship; vehicle restrictions; and the availability of medical, dental, recreation, and shopping facilities. More importantly, during inprocessing the sponsor can assist the new member adjust to the new work and community environment; thus, easing the stress and anxiety normally associated with PCS moves. On the other hand, a poorly managed program can create an impression of command apathy toward new arrivals.

d. Sponsorship goes further than giving needed information. It can become a valuable link between the incoming member and the gaining commander.

(1) The exchange of letters between the incoming member and a sponsor can reveal and resolve potential problems that could otherwise cause hardship to the incoming member.

(2) The unit may have certain standards of performance, conduct, and appearance which may conflict with a member's perception and expectations. This program will help the commander, supervisor, and the new arrival understand what is expected.

e. Service members, sponsors, commanders, and supervisors must understand that sponsorship is a people program which they all have an obligation to support. Therefore, commanders at all levels must continuously evaluate their programs and ensure subordinate commanders/supervisors fully understand this valuable management tool.

3-2. Explanation of terms. *a. Sponsors.* Individuals designated by name at the gaining organization to assist incoming members and their families in making a smooth transition into the unit and community environment.

b. Sponsorhsip. The act of sponsorship is the guided integration of new members into the unit and community. This includes the exchange of correspondence between the incoming member and a sponsor before the member's arrival, and assistance and orientation after the member's arrival.

3-3. Policy. A sponsorship and orientation program will be established at installations or equivalent activities (e.g., military communities, separate agencies, etc.). Commanders will establish the necessary controls to ensure all subordinate commanders/supervisors comply with the spirit of this program.

3-4. Applicability. *a* A sponsor will be appointed for all members shown in paragraph 2-1*a*.

b. If desired, gaining commanders may appoint sponsors for members listed in paragrapl. 2-1*b*. Whenever possible, welcoming letters should be forwarded to these service members. Normally, the act of sponsorship for these members will be immediate inprocessing assistance and orientation upon arrival.

Section II. RESPONSIBILITIES AND PROCEDURES

3-5. Major Army commanders. Major Army commanders will—

a. Ensure that effective sponsorship and orientation programs are established and maintained throughout their commands.

b. Take positive action to minimize diversions. A liberal diversion policy has a negative impact upon the sponsorship effort.

3-6. Losing commanders. Losing commanders will ensure that departing members are—

a. Given overseas orientation briefings. This will include the TV tapes, films, and briefing scripts provided by MILPERCEN to installations as part of the oversea orientation briefing programs.

b. Told of—

(1) The advantages of writing their sponsors to get information about their new duty stations and the surrounding areas.

(2) The importance of sending the necessary information to their sponsors.

c. Referred to the local Army Community Service (ACS) activity to get fact sheets about the gaining command post. (For enlisted members, see step 45, procedure 3-1, DA Pam 600-8-10.)

d. Counseled about the advantages of completing a HEADSTART Language Program before going oversea. Inform them that these language programs may also be made available to their dependents.

3-7. Gaining commanders. Gaining commanders will—

a. Appoint sponsors for incoming members within 5 days after receiving DA Form 4787. When possible, the sponsor should—

(1) Be in a grade equal to or higher than that of the incoming member.

(2) Be the same sex, marital status, and military speciality as the incoming member.

(3) Be familiar with the surrounding area.

(4) Not have received assignment instructions.

b. Send welcoming letters to incoming members within 10 working days after receiving DA Form 4787. Informality and information sharing are the primary goals of the welcoming letter. This letter (fig. 3-1) also will respond to any request for specific information appearing in item 42 of DA Form 4787. The welcoming letter and its inclosures will, as a minimum, contain the gaining unit's address and telephone number and should contain information regarding—

(1) The projected availability of Government and economy housing to include, when available, rent and utility costs and security deposit and advance rent requirements if the member is requesting dependent travel. Obtain this data from the local housing officer.

(2) The location of the family Housing Referral Office. If members will not be assigned Government housing immediately, tell them to process through the servicing Housing Referral Office before acquiring off-post housing (AR 210-50).

(3) Education facilities available for dependents both in the military and civilian communities.

(4) The types of household goods that are essential, optional, or not required at an overseas location.

(5) The type of climate and recommended clothing.

(6) Local vehicle registration, safety, emission standards, and insurance requirements, and, when available, typical insurance rates. (The gaining overseas commander may send a driver's test booklet to the member.)

(7) The availability of military and civilian medical and dental care facilities.

(8) Community services and facilities that are available both on-post and in the local community.

(9) The host nation culture, customs, and lifestyle.

(10) Local firearms laws and restrictions.

(11) Problems they might have when shipping pets to the overseas command, e.g., quarantine periods.

c. Ensure that the sponsors are provided enough time from their duties to help new members.

d. Furnish a map of the local area.

e. Arrange transportation for sponsors to meet new members arriving with their dependents at the point of arrival and bring them back to the unit (overseas only).

3-8. Army Community Service (ACS). ACS activities will assemble and provide current welcome packets (AR 608-1). *Inprocessing through the local ACS is encouraged for all incoming personnel.*

3-9. Sponsors. The sponsor will—

a. Forward a welcoming letter to the incoming member. It will include the sponsor's duty address and telephone number. Sponsors are encouraged to include their home addresses and telephone numbers in welcoming letters.

b. Try to provide information requested by incoming members.

c. Advise members they will be met at the point of arrival in the area or at the aerial port of debarkation (APOD).

d. Offer to assist in getting temporary housing (guest house or similar accommodations). Contact the Housing Referral Office for guidance and information. Sponsors will not be required to contract for permanent or temporary housing for the incoming members. However, if the sponsor desires to provide this service and the incoming member agrees on such arrangement, the sponsor should seek legal advice about the commitments and liabilities involved before acquiring housing.

e. After members arrive in the unit—

(1) Accompany members during inprocessing.

(2) Acquaint members with the surrounding area and facilities.

(3) Introduce the members to their supervisors and immediate chain of command.

3-10. Incoming members. Members will immediately answer letters from their sponsors and—

a. As soon as known, inform sponsors of their times, dates, and points of arrival (include flight numbers) at the new duty locations. Members will inform their sponsors of any changes to the above information.

b. Provide sponsors with a unit mailing address and a unit telephone number (commercial and AUTOVON).

c. Inform sponsors of expected departure dates from losing duty stations.

d. If desired, provide sponsors with leave addresses and telephone numbers.

3-11. Orientation and assistance. A thorough and timely orientation will start new arrivals off properly. Commanders and supervisors are responsible for—

a. Making the new member feel needed and wanted; therefore instilling in the member the motivation to contribute to the unit's mission. They will—

(1) Stress the responsibilities of each person assigned for helping members make a smooth transition into the organization.

(2) Review with all new members the nature of members' duties.

(3) Introduce members to each person with whom they will work.

(4) Provide members with a tour of the work area and facilities.

(5) Explain to new members each person's function within the immediate organization.

(6) Advise members what is expected in terms of performance, conduct, and appearance.

(7) Advise members of working hours and conditions.

b. Ensuring orientation programs are informative and show a genuine interest in the welfare of the new arrival with the intent of instilling in each a feeling of belonging and acceptance.

(1) As a minimum, representatives of the following activities should give briefings:

(*a*) Finance and accounting office.

(*b*) Army Community Service.

(*c*) American Red Cross.

(*d*) Housing Referral Office.

(*e*) Army Emergency Relief.

(*f*) The staff judge advocate.

(2) Include in the orientation—

(*a*) Organizational history, policies, and practices.

(*b*) Organization mission.

(*c*) Organization facilities.

(*d*) Organization structure.

(*e*) Member's responsibilities to organization.

(*f*) Organization's responsibilities to soldier.

(*g*) How to resolve pay problems.

(*h*) Resources available to help resolve personal problems and complaints.

(*i*) Rules of conduct.

(*j*) Guided tour of organization work area, or area of operations.

(k) Work schedules and work assignments.

(l) Labor relation policies if civilian employees are assigned to the organization.

(m) Medical and dental facility locations.

(n) Safety program and procedures.

(o) Promotion policies (both military and civilian).

(p) Introduction to other unit members.

(q) Training policies.

(r) Military and civilian performance appraisal system (rating schemes).

(s) Activities of local service organizations such as the Army Community Service, Army Red Cross, and Army Emergency Relief.

(t) Local religious activities.

(u) Equal Opportunity in Off-Post Housing Program.

(v) For the oversea area, language training programs available at the local Army Education Center.

(w) Local Equal Employment Opportunity Program.

(x) Local community projects that encourage cultural, social, and recreational activities between service members and the civilian community.

(y) Others.

c. Ensuring the entire family is invited to attend orientations. Request official, semiofficial, and voluntary organizations to assist in the orientation of the entire family during the important adjustment period. It is equally important that the member's spouse understands the nature of member's work environment and the opportunities available to the family group.

DEPARTMENT OF THE ARMY
HEADQUARTERS 82D AIRBORNE DIVISION
FORT BRAGG, NORTH CAROLINA 28307

AFVC

First Sergeant Robert T. White
Co A, 1st Bn (Reinf), 3d Infantry
(The Old Guard)
Fort Myer, VA 22211

Dear Sergeant White:

Welcome to Fort Bragg. I am looking forward to your tour of duty with us because I know it will be rewarding for both you and the 82d Airborne Division.

I have asked 1SG Benjamin J. Jones of 1st Bn (A), 325th Infantry, telephone: 000-000-0000 (AUTOVON: 000-0000), to be your sponsor and to help you become established at Fort Bragg. Sergeant Jones is available to answer your questions.

He will get in touch with you soon and will do whatever he can to make your adjustment to the Fort Bragg area as pleasant and smooth as possible.

In accordance with AR 210-50, you are required to report to the Fort Bragg Housing Referral Office located in building 212 before making any commitments for off-post housing in the civilian community.

To speed up delivery of your mail, please use the following address once you have departed your current duty station.

First Sergeant Robert T. White (SSN)
Co B, 1st Bn (A), 325th Infantry
Fort Bragg, NC 29307

I hope that your move will be completed with a minimum of problems. I know you will enjoy your tour of duty with us.

Sincerely,

1 Incl
ACS packet

Copy Furnished:
1SG B. J. Jones

Figure 3-1. Sample welcoming letter from commander.

APPENDIX D

REASSIGNMENT PROCESSING

For use of this form, see AR 612-10; the proponent agency is MILPERCEN

SEE REVERSE FOR PRIVACY ACT STATEMENT

PART I - PERSONNEL AND ASSIGNMENT MANAGEMENT DATA - *(Completed by losing MILPO with input provided by individual)*

1. TO:			2. FROM:	
3. NAME *(Last, first, middle initial)*			4. SOCIAL SECURITY NUMBER	5. GRADE
6. DATE OF RANK	7. BRANCH	8. ETS/ESA	9. OPMS SPEC/PSSI/PMOS/SQI/ASI/LIC/EB/SRB	
10. SMOS/SECD SPECIALTY/SQI/ASI/LIC		11. TYPE SCTY INVES COMPL/DATE COMPL	12. PEBD	13. DATE OF BIRTH
14. SEX	15. PROMOTION STATUS	16. HIGHEST MIL SCH COMPL AND DATE COMPL	17. HIGHEST CIV SCH COMPL AND MAJOR	
18. PULHES	a. PHY CODE	b. FOR ENL PERS. Profile entered in this item is current and I am physically qualified to perform in MOS to which I am being assigned. *(Initials)* _____	19. CURRENT UNIT, STATION AND DUTY PHONE	

20. CURRENT AND TWO PREVIOUS ASSIGNMENTS *(Enlisted Personnel Only)*

a. PERIOD *(From - To)*	b. OMOS	c. PRINCIPAL DUTY	d. ORGANIZATION AND STATION OR COUNTRY

21. RSG TO *(UNIT, UIC, INSTL/APO AND COUNTRY)*		22. RSG AUTH
23. PERS CON NO	24. AVAL/REPT DATE	25. DATE OF LOSS

26. TOY ENROUTE

a. MOS/SSI/SQI/ASI/LIC	b. TITLE OF COURSE OR PURPOSE OF TDY	c. GRAD/TERM DATE

27. JOINT DOMICILE ☐ HAS BEEN REQUESTED ☐ IS BEING REQUESTED			a. NAME OF MILITARY SPOUSE *(Last, first, middle initial)*
b. SOCIAL SECURITY NUMBER	c. GRADE	d. PMOS/SMOS/SSI/ASI/SQI/LIC/EB/SRB	e. PRESENT UNIT OF ASSIGNMENT

28. ASSIGNMENT PREFERENCES *(Unit location and duty assignment)*

PART II - TRAVEL BY POV - *(Completed by losing MILPO with input provided by individual)*

29. REQUEST AUTHORIZATION FOR TRAVEL BY PRIVATELY OWNED CONVEYANCE TO

(Oversea location) _____

PART III - HOUSING AND DEPENDENT TRAVEL DATA - *(Completed by losing MILPO with input provided by individual)*

30. APPLICATION FOR GOVERNMENT FAMILY HOUSING *(CONUS only)*

I ☐ do ☐ do not desire government family housing. I ☐ do ☐ do not desire a waiver to reside in nongovernment family housing if assignment to government quarters becomes mandatory.

31.

I ☐ do ☐ do not have dependents with medical, dental, physical, emotional, or intellectual problems. *(If yes, attach DA Form 4787-1)*

32.

☐ Request my dependent's(s') medical/handicapped condition(s) be taken into consideration when assigning me family housing. *(Attach DA Form 4787-1)*

33. APPLICATION FOR DEPENDENT TRAVEL TO THE OVERSEA COMMAND ☐ I desire concurrent travel for my dependents even if government quarters are not available. ☐ I desire deferred travel for my dependents if government quarters are not immediately available. I realize that my dependents will not be permitted to join me in the oversea command until I have obtained government quarters or approved suitable economy quarters.

34. APPLICATION FOR DESIGNATED LOCATION OVERSEAS

☐ I request authority to move my dependents to a designated location outside CONUS. _____

(Enter justification in item 42) *(Designated Location)*

35.

I was involuntarily separated from my family _____ days during the last 12 months due to deployment or assignment overseas.

36. MY PREVIOUS DUTY ASSIGNMENT WAS

☐ OVERSEAS ☐ CONUS ☐ ACCOMPANIED ☐ UNACCOMPANIED

DA FORM 1 JUL 79 4787

REPLACES DA FORMS 2370, 1 JUL 74, 2370-R, 26 SEP 75, PRIVACY ACT STATEMENT AND 3922, 1 SEP 72, WHICH ARE OBSOLETE

37. IDENTIFICATION OF DEPENDENTS AND CLOSE BLOOD OR AFFINITIVE RELATIVES WHO ARE PERMANENT MEMBERS OF SPONSOR'S HOUSEHOLD AND WHO WILL TRAVEL TO THE NEXT PERMANENT DUTY STATION OR TO A DESIGNATED LOCATION OUTSIDE CONUS.

a. NAME (Last, first, middle initial)	b. RELATIONSHIP	c. DATE OF BIRTH	d. CITIZENSHIP

38. NAME, RELATIONSHIP, AND ADDRESS OF ANY RELATIVE IN GAINING OVERSEA AREA LIVING ON THE LOCAL ECONOMY WHERE DEPENDENTS MAY RESIDE PENDING AVAILABILITY OF HOUSING AT OR NEAR DUTY STATION.

a. NAME (First, middle initial, last)	b. ADDRESS

39. ADDRESS AT WHICH OR THROUGH WHICH MY DEPENDENTS AND/OR I MAY BE CONTACTED AT ANY TIME WHILE ON LEAVE (Include phone number and name of person)

40. ADDRESS WHERE DEPENDENTS ARE CURRENTLY LOCATED

41. ADDRESS FROM WHICH TRAVEL OF DEPENDENTS TO THE GAINING DUTY STATION AT GOVERNMENT EXPENSE IS AUTHORIZED

PART IV - CONTINUATION AND REQUEST FOR INFORMATION *(Completed by losing MILPO with input provided by individual)*

42. REMARKS

PART V - *(Authentication)*

43. THE INFORMATION CONTAINED HEREIN IS TRUE AND CORRECT *(Individual's signature and date)*

44. THE PERSONNEL RECORDS OF THE MEMBER CONCERNED HAVE BEEN REVIEWED AND THE MEMBER INTERVIEWED REGARDING THE REASSIGNMENT DIRECTED ABOVE. THE MEMBER IS JUDGED ADMINISTRATIVELY QUALIFIED AND AVAILABLE FOR THIS ASSIGNMENT.

a. Assignment eligibility and interview checklists prescribed by DA Pamphlet 600-8-10 *(or their equivalents)* have been completed.

☐ YES ☐ EXCEPTION *(See item 43)*

b. As of the date of this form application for deletion or deferment

☐ IS *(See item 43)* ☐ IS NOT ANTICIPATED

SIGNATURE BLOCK AND SIGNATURE DATE

PART VI - ALLOCATION AND APPOINTMENT OF SPONSOR - *(Completed by gaining command)*

45. TO:	FROM:	DATE

Individual has been allocated to _____ ; appoint sponsor.

TYPED NAME, GRADE AND TITLE	SIGNATURE

2

APPENDIX E

DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
WASHINGTON, D. C. 20380

MCO 1320.11B
MSPA-3-lig
4 Oct 1978

MARINE CORPS ORDER 1320.11B

From: Commandant of the Marine Corps
To: Distribution List

Subj: Marine Corps Personnel Sponsorship Program

Encl: (1) Sponsorship Request Form

1. Purpose. To republish instructions for the continuation of the Marine Corps-wide sponsorship program and to provide guidance for its administration.

2. Cancellation. MCO 1320.11A.

3. Background

a. In order to assist Marines in preparing for a change of station, it is important they be provided sufficient information about living and working in a new area. The information must be provided far enough in advance to aid them in planning the movement of their families and household effects.

b. Traditionally, assistance has been provided to transferring Marines in two fashions; (1) informally through friends and acquaintances within the Marine Corps who offer information and guidance on such matters as availability and procurement of quarters, off-base housing, temporary family lodging, etc., and (2) by programs similar to this of a more limited scope, such as "welcome aboard" letters. In order to more formally and efficiently employ all the resources that can be of use to transferring Marines and their families, a voluntary Marine Corps-wide sponsorship program, designed to meliorate, but not supplant existing command programs, was established in 1973, and was received with great success.

4. Discussion

a. The sponsorship program establishes procedures whereby personnel being transferred may request a sponsor to assist them at their new duty station and that a contemporary of the same grade and marital status will be assigned. The commanding officer of the future command will initially communicate with

PCN 102 010800 00

the transferring Marine providing information of interest concerning the command and surrounding facilities. The assigned sponsor will be available to assist in preparations for the Marine's arrival and in getting settled in the new location.

b. Although the need for sponsorship is most evident for married Marines in the lower enlisted grades, the Marine Corps-wide program is open to personnel of all grades, who request assistance. It is the intention of this Order to form a sponsorship program and commanders are encouraged to expand on its scope to best serve the incoming Marine and to meet the commands unique situation.

5. Action

a. Transferring Command. All personnel will be advised of this program and Sponsorship Request Forms will be made available to each Marine receiving permanent change of station orders. If a Marine desires to participate in the sponsorship program, commanding officers will provide assistance, if needed, in completing the Sponsorship Request Form and mail the completed form to the new duty station. The Sponsorship Request Form, the enclosure, may be reproduced locally.

b. Receiving Command. All commands are encouraged to fully participate in the program; however, it is recognized that the assignment of a sponsor to all incoming personnel is not feasible at some commands. Those commands unable to furnish sponsors may participate in the program by accomplishing the below listed actions to the extent feasible and, as a minimum, providing an expeditious reply to incoming Sponsorship Request Forms advising that a sponsor will not be assigned and enclosing information regarding the new duty station that will be helpful in planning the Marine's relocation.

(1) Upon receipt of the completed Sponsorship Request Form at the new duty station, commands fully participating will assign a sponsor of the same grade and marital status and, if possible, from the organization to which the reporting Marine will be assigned for duty.

(2) The commanding officer will immediately send a letter welcoming and advising the reporting Marine of the assigned sponsor. The letter will contain as much initial information as possible and invite the Marine to correspond with the command should there be any questions or desire for further information. Unofficial personal communication between the reporting Marine and the sponsor will undoubtedly be helpful to the Marine during relocation, which is encouraged. The sponsor must be cautioned not to make commitments that

might be construed as the sponsor being a spokesperson for the command and thereby result in a disservice or disappointment to the incoming Marine. Any matter of an official nature should be directed to the command for appropriate action.

(3) Commanders should ensure equitable assignment and not assign involuntarily any Marine a second time to sponsorship duties until all other eligible personnel have had the opportunity to participate.

(4) Upon arrival, the Marine's sponsor should be able to act as an escort to assist in familiarization with the new duty station and surrounding civilian area.

6. Reserve Applicability. This Order is not applicable to the Marine Corps Reserve.

K. McLennan

K. MCLENNAN
Deputy Chief of Staff
for Manpower

DISTRIBUTION: A

Copy to: 8145001

SPONSORSHIP REQUEST FORM

Privacy Act Statement

Public Law 93-579 (THE PRIVACY ACT OF 1974), effective September 27, 1975 requires that you be advised of the following:

1. The AUTHORITY for soliciting the below-listed information is Title 5, U. S. Code 301.

2. The PURPOSE for soliciting this information is to assist transferring Marines in preparing for a change of station.

3. The routine USE of this information is for Marine Corps officials to provide the Marine with information and assistance.

4. The information solicited is VOLUNTARY; however, if you refuse to provide the information, you will not receive the assistance available through the Marine Corps Personnel Sponsorship Program.

---

1. _____
(Grade) (Name) (SSN) (MOS)

2. Current mailing address: _____

3. Estimated detachment date: _____

4. Leave address: _____

5. Estimated date of arrival at new duty station: _____

6. Marital status: _____, sex and age of dependent children _____

7. Anticipated mode of travel: _____

8. I do (not) desire Government quarters. My family size will require 2 3 4 bedroom(s). Circle one. I have (not) forwarded DD Form 1746.

ENCLOSURE (1)

1

9. Information requested:	YES	NO
Schools	☐	☐
Base housing	☐	☐
Off-base housing	☐	☐
Pet regulations	☐	☐
Base brochure	☐	☐

Other specific assistance: _____

_____

_____

_____

_____
(Signature)

ENCLOSURE (1)

APPENDIX F

Chapter 2
SPONSOR PROGRAM

2-1. Objective. The Sponsor Program is designed to:

a. Minimize the hardships associated with personnel movements.

b. Provide effective individualized assistance to incoming members.

c. Demonstrate to all new members and their families that they are welcome additions to the installation and the unit.

2-2. Installation Command Responsibilities:

★a. Designate a 24-hour central arrival point to welcome newcomers.

b. Provide local civilian transportation terminals with publicity which tells newcomers how to get to the installation (for example, bus, taxi, etc.)

★2-3. INTRO Program Manager Responsibilities for Sponsorship:

a. Accomplish required action in table 2-1.

b. Review Transaction Register to verify Report Individual Person (RIP) has been received on new gains.

c. The INTRO program manager should review the INTRO Program Manager Unit Sponsor Status listing upon receipt to ensure that each individual listed has a sponsor, is coded as ineligible, or does not desire a sponsor. If the individual is not an ATC student and there are 45 days or less until the report not later than date (RNLTD) with no indication from the losing CBPO that the individual has made a choice, the INTRO program manager should contact the gaining unit to appoint a sponsor.

d. Maintain close liaison with the CBPO to determine if projected assignments are changed, cancelled, etc.

e. Ensure through the CBPO that personnel whose end assignments must be determined locally are allocated as soon as possible to allow time for a sponsor to be appointed.

f. Establish a method of designating sponsors for people who are not assigned to a specific unit at the time the assignment brief is received (for example, 702X0s and other "common user" Air Force Specialty Codes (AFSCs)).

g. The losing INTRO program manager will advise the gaining INTRO program manager by message when the departing member has not been contacted by a sponsor within 30 days of the member's scheduled departure. This requirement applies to those members whose request for a sponsor was submitted far enough in advance for the gaining unit to respond. Good judgement must be used in each case.

h. Maintain, on an optional basis, a list of new arrivals and their last base of assignment. The listing will provide transferring members with a local contact who can pass on information about the new base to which the departing member is going. This listing should contain only names of volunteers who have a positive attitude about their last base. Names will be removed from the list after 6 months.

2-4. Unit Commander Responsibilities:

a. Establish and operate a positive, effective sponsorship program in accordance with these instructions.

b. Accomplish required actions in table 2-2.

c. Forward an official, personal letter of welcome to new members.

d. Appoint volunteers as sponsors when possible.

e. Motivate sponsors, interview and instruct them, and ensure that they are sensitive to the problems of new members. Selection of sponsors of the same marital status and of similar grade may provide added help for the incoming member.

f. Encourage units to establish volunteer substitute sponsors who can act as temporary escorts to assist in cases where the assigned sponsor cannot be reached.

g. Establish primary and alternate unit INTRO program monitors. These individuals will be the point of contact, and will administer the sponsor program at unit level. The monitors ensure that all aspects of the unit's program are carried out. The name and duty telephone numbers of the unit INTRO program monitors must be kept current at the 24-hour arrival point.

★2-5. CBPO Responsibilities:

a. Outbound assignments:

(1) Include AF Form 60 with levy assignment notification package and ensure assignee completes AF Form 60 during initial relocation interview. See paragraph 2-10 for processing AF Form 60 for personnel assigned to or from non-collocated units.

(a) If the initial relocation interview is between 30 to 150 days prior to the estimated departure date, input information into APDS.

(b) If there is more than 150 days prior to departure, input of the information may be

suspended. (Should extenuating circumstances exist and the reassignees need a sponsor, the information can be input in excess of 150 days). A suspense TR notification will be generated on the 90th day.

(c) If there is less than 30 days until the estimated departure date, or a member is diverted with less than 30 days before the reporting date, send a message to the gaining INTRO manager providing the information normally included in AF Form 60. Indicate in the message whether to mail sponsor information to the individual's current address or leave address. Provide a copy of the message to the local INTRO manager to follow up on appointment of sponsor. On diversion actions, include the original gaining INTRO manager as an information addressee.

b. CBPO Personnel System Manager Responsibilities:

(1) Provide sponsorship transaction register to INTRO program manager.

(2) Provide all appointment of sponsor RIPs on inbound assignees to INTRO program manager.

(3) Provide multi-RIPs (INTRO Manager Unit Status Rosters) on inbound and outbound assignees to local INTRO program manager weekly.

(4) Assist INTRO program manager in updating sponsor information to losing CBPOs on inbound assignees desiring sponsor.

★2–6. 24-Hour Arrival Point Responsibilities. The 24-hour arrival point provides a point of initial contact for new arrivals; particularly, those who arrive after duty hours and may need assistance or have personal problems. The primary function is to help newcomers until the sponsor or INTRO manager can take over.

a. Welcome newcomers, provide sponsor information, base information and arrange for temporary billeting.

b. Notify the sponsor of the newcomer's arrival, unless the member desires to do so, or if the sponsor cannot be contacted or is unknown, advise the unit INTRO monitor.

c. Maintain listing of incoming personnel and information on their sponsors. (Utilize INTRO Sponsor Status Roster).

d. Maintain listing of unit INTRO monitors.

e. Establish special procedures to assist new arrival where circumstances have precluded sponsor's initial contact with newcomer (paragraph 2–11f(3).

f. Be knowledgeable of the local transportation situation to assist personnel arriving at commercial terminals in proceeding to the installation.

2–7. Sponsor Responsibilities. Accomplish all actions on the RIP, to include a personal welcome letter to the new member. Recommended content of the welcome letter is in attachment 2.

2–8. Personnel Eligible for Sponsorship:

a. All personnel involved in a permanent change of station (PCS), except as indicated in paragraph 2–9, are eligible for a sponsor.

b. Foreign exchange officers, when possible.

c. PCS pipeline students going to or between technical training centers for more than 20 weeks with dependent travel authorized.

d. Sponsors are mandatory for:

(1) All first-term enlisted personnel, except as indicated in para 2–9.

(2) Members diverted to a new base when assignment notification is 30 days or less.

2–9. Personnel Ineligible for Sponsorship. The following personnel are not eligible for sponsorship (however, they receive special assistance on arrival at a new duty station):

a. Overseas returnees who are separating or retiring at port of entry.

b. Inbound students to a professional military school of the Air University, and those sponsored by other services or nations such as Army Command and General Staff College, Royal Canadian Air Force Staff College; students in the Air Force Institute of Technology Program; and students attending undergraduate pilot or navigator training.

NOTE: students completing such courses and proceeding PCS to new duty stations are included in the sponsor program.

c. PCS pipeline students going to or between technical training centers (except as indicated in paragraph 2–8c).

2–10. Sponsorship Procedures for Unit without Direct Access to the Servicing Base DPI:

a. The intent of the automated sponsorship phase of INTRO is to get the assignee in touch with a sponsor at the new location in a timely manner. However, the geographical location of the servicing CBPO and DPI may require action outside the system. Mail or message sponsorship actions are in addition to APDS requirements, and should only be accomplished when the timely appointment of a sponsor through APDS is not possible, such as personnel with less than 90 days of assignment notification or individuals with an urgent require-

TABLE 2-1. INTRO PROGRAM MANAGER PROCEDURES FOR PROCESSING NOTIFICATION OF NEW ARRIVALS

When notification, RIP or message, is received the INTRO Program Manager will:	Take these steps:
	Determine gaining unit If gaining unit is unknown, contact manning control. If new unit cannot be determined, forward letter and sponsorship kit to individual. (After detremination of unit, normal sponsor procedures apply.)
When sponsor is requested or mandatory	Forward notification to gaining unit with a 5-day suspense.
	On receipt of sponsor's name: a. Input required information into BLMPS. b. Advise 24 hour arrival center. Utilize INTRO Sponsor Status Roster. NOTE: If individual is coming from BMT or a Tech Training Center as a DDA', update SPON-STAT (DIN ARA) to "8" and forward RIP to unit for appointment of sponsor.
When sponsor is not requested	Forward notification to unit and advise 24-hour arrival point. Utilize INTRO Sponsor Status Roster.

TABLE 2-2. UNIT PROCESSING OF NOTIFICATIONS OF NEW ARRIVALS FROM INTRO PROGRAM MANAGER

The Unit Commander will:	Take these steps:
When member declines sponsor	Send welcome letter and sponsor kit to individual within 7 days. Meet new member and begin unit orientation NLT 15 days after arrival.
When member requests sponsor	Appoint a sponsor within 5 days and ensure sponsor understands duties. Forward welcome letter including sponsor's name to individual within 7 days. Annotate notification with requested information and return to INTRO program manager within 5 days. Meet new member and begin unit orientation within 15 days of arrival.
When time precludes sponsor from contacting incoming member by letter before arrival	Ensure sponsor is appointed and meets new member at 24-hour arrival point. Annotate notification with requested information and return to INTRO program manager within 5 days. Meet new member and begin unit orientation within 15 days of arrival.

ment to contact a sponsor. Reassignment of personnel from one base to another who are serviced by an INTRO program manager not collocated with the unit will utilize the procedures described. Examples of personnel in this situation are personnel assigned to AFOSI or AFSS.

(1) Whenever possible the automated sponsor procedures will be relied on for handling sponsor requests and sponsorship appointments. To provide tiely processing or sponsor requests, AF Form 60 should be returned with the initial reassignment package to the serviceing CBPO or be filled out at the time the member comes to the CBPO for his initial reassignment interview. All reassignment sponsorship requests must be entered into APDS from the AF Form 60 by the servicing CBPO outbound assignments workcenter.

(2) When the reassignment is from or to a unit not locally serviced by a DPI, the INTRO manager or unit INTRO monitor will mail a copy of the AF Form 60 to either:

(a) The gaining unit INTRO monitor in cases where reassignment is to a unit not collocated with the servicing INTRO manager.

(b) The gaining INTRO manager in cases where reassignment is to a unit collocated with the servicing DPI.

(3) When the unit INTRO monitor receives AF Form 60 information by mail or message from the llsing unit, sponsor information will be provided directly back to the losing unit in addition to the servicing INTRO manager for entry into APDS. Appointment of sponsor requirements and information can be provided by telephone or message between the gaining unit's servicing INTRO manager and the unit INTRO monitor for units not collocated with the servicing DPI.

b. Sponsorship procedures for newly commissioned reserve officers called to active duty:

(1) Reserve officers called to active duty will receive an AF Form 60 from ARPC with instructions and a self-addressed envelope (addressed to the gaining INTRO manager) along with the initial assignment notification package. If there is less than 30 days between assignment notification and report not later than date, ARPC will send a sponsorship message including member's address to the gaining INTRO manager.

(2) Gaining INTRO managers will not contact new accession until either a completed AF Form 60 is received from the member or a message is received from ARPC. This procedure is necessary to avoid a CBPO or DPI calling a new accession based on an assignment action notice in the personnel system before he is officially notified by ARPC.

2-11. Air Training Command Basic Military and Technical Training Center Procedures for Processing PCS Student Graduates:

*a. Special attention is given to students or eliminees who receive their assignments within 5 days prior to departure or those whose assignments are changed after departure. In these cases, phone or send a message to the gaining INTRO manager and include the following data: student's name, grade, SSAN, unit, shipping AFSC, departure date, RNLTD and leave address.

*b. Deleted.

c. The use of AUTOVON is encouraged to support the Sponsor Program. (Every effort should be made to make the AUTOVON available to students 24-hour a day.)

d. Ensure that all students understand the provisions of sponsorship, and what assistance they can expect to receive from their sponsors.

e. Students relocated to or between ATC installations (other than initial duty assignments and those indicated in paragraph 2-8c) are not included in the sponsorship phase. (ATC has programs specifically designed for these students.)

*f. Circumstances may prevent the welcome letter and base information from being dispatched in time to reach the newcomer prior to departure from the Technical Training Center. In these cases, procedures are established by the TTCs to forward the welcome letter and base information packages to the departing member's leave address. Newcomers arriving unannounced at their new duty station receive the full attention of the INTRO program manager, unit commander, and sponsor upon their arrival. The 24-hour arrival point should be fully aware of these situations and assist accordingly. For example:

(1) Student graduates of courses which last 14 days or less and do not take leave.

(2) Student eliminees who are normally reassigned and enroute to their new location within 48 hours after elimination.

(3) Self-pace students whose graduation dates are sometimes advanced near the end of the formal training course.

2-12. Questionnaires. Questionnaires designed to evaluate initial portions of the sponsorship phase will be administered to each new arrival during in-processing. Questionnaires can be amended with questions pertinent to the local environment. However, the addition of attitude and opinion questions should be processed in accordance with AFR 30-23. Questionnaires

will be reproduced locally and maintained in accordance with AFR 12-50, Table 35-4, Rule 28.

2-13. Base Fact Sheet:

a. Content. The base fact sheet will include the topics listed in the format in attachment 3. Additional topics may be added at the discretion of the local installation commander. However, the purpose of the fact sheet is to help the newcomer reach the new base and to familiarize him or her with the new surroundings. It should be brief, preferably both sides of one page, and is not intended to duplicate the base guide or base familiarization handout which the individual will receive during in-processing.

b. Processing. The INTRO manager will prepare, with the assistance of the Base/OI, a camera-ready fact sheet which will be forwarded to MAJCOM/DP, INTRO OPR for approval. MAJCOMS will forward a copy of the approved fact sheets to each ATC Technical Training Center/DPI (see attachment 8). Important changes, particularly those affecting travel must be forwarded by the MAJCOMs as they occur. However, emphasis should be placed on using hard data that will not require frequent update. Changes will be submitted as complete camera-ready pages suitable for reproduction.

2-14. Base Familiarization Handout. The purpose of the base familiarization hand out is to provide concise, easily understood information on base facilities, services, and unique local conditions which newcomers and their dependents need immediately upon arrival at their new base. Information should include base facilities and services available, their location, and operating hours. Other information such as local uniform options, including mandatory wear periods, local traffic hazards, off-limit establishments, etc., should be addressed. The information is prepared by the function responsible for the activity. The handout is a resume with guidance on where to obtain additional information. The INTRO program manager is responsible for compiling the handout and ensuring it is distributed during in-processing.

2-15. Mailing Sponsor Kits. The family services sponsor kit which is mailed by the sponsor or commander provides information needed by the newcomer. The INTRO manager should ensure the kit contains at least those items listed in attachment 2, paragraph 1d. The individual mailing the kit is required to endorse the envelope with the proper mail classification prior to forwarding it to the base DA for mailing, for example First-Class or Third-Class.

a. A kit sent to a CONUS location should be mailed third-class when the member has 30 days or more remaining at current duty station when the kit is mailed.

b. A kit sent to an oversea location should be mailed first-class.

SAMPLE

(Appropriate Letterhead)

REPLY TO
ATTN OF: (Office address symbol)

SUBJECT: Reception of Newly Arrived Personnel

TO: All Incoming Personnel

1. Welcome to _____. I am pleased you have been assigned here, and hope this letter will make your arrival as easy as possible.

2. Upon reaching the base, you should report to the 24-hour arrival point, at building _____, room _____ (if more than one exists, indicate locations and hours of operation). At the 24-hour arrival point, information pertaining to your sponsor, signing in, temporary billeting, meals, etc, will be given to you. You will also receive information on personnel in-processing requirements and procedures.

3. For your convenience, a map of the installation is printed on the reverse side of this letter to assist you in locating the above facilities.

4. I hope that this letter will help you in reporting to _____, and that your assignment here will be both a pleasant and rewarding experience for you.

(signature)
typed name, grade, USAF
(title)

1 Atch
Base Map

CHECKLIST FOR SPONSOR WELCOME LETTER

1. Contact the individual you are sponsoring by letter conveying warmth and sincerity and expressing ideas and recommendations concerning the member's pending arrival. Put yourself in the newcomer's place and provide the information you would need. The letter and associated material should include, but is not limited to:

a. Your duty and home telephone numbers.

b. A statement that you will meet the newcomer at point of arrival, and help with processing into the installation.

c. Offer to assist the newcomer in obtaining temporary housing (such as guest house, motel, or other accommodations). The sponsor will not commit the member financially without his or her consent.

d. Provide the following material, supplied by the INTRO program manager (ensure that all material is current and adequate):

(1) A map of the local area.

(2) Information about base and community service facilities.

(3) Installation and state vehicle registration information.

(4) Other information of immediate importance.

(5) A base guide.

(6) A base fact sheet.

e. Housing:

(1) Find out from the newcomer what his or her military family housing or single housing requirements are. Remind the individual that a member may apply at the losing base for military family housing by advance application (DD Form 1746, Application for and Assignment to Military Family Housing) in accordance with AFM 30-6.

(2) General information on housing in the local community (if applicable).

f. Information on public, private, and parochial schools (if applicable).

g. Information (for oversea assignees) on household goods that are essential, optional, or not required at the oversea location.

h. A mailing address for the member. If serviced by a USAF Postal Service Center, obtain a box number 90 days prior to the member's "report not later than" date, and advise the member accordingly.

i. Banking information such as a suggestion to establish a checking account prior to departing old station. This can be useful in transit; at many oversea bases there are no US banks where a checking account can be established. Additionally, it is often more economical to pay creditors by check rather than by money orders. This should be only a suggestion; each individual must decide what course of action to take.

2. Sponsors may encourage their spouses to correspond with the newcomer's spouse (if applicable).

3. Read the base guide and the base fact sheet. Information required above that is in one of these publications need not be covered in your letter to the individual.

BASE FACT SHEET FORMAT

NAME OF BASE AND COMMAND:

LOCATION: (Include directions from nearest civilian community).

LOCATION AND TELEPHONE NUMBER (AUTOVON and civilian area codes of the INTRO manager and 24-hour arrival point.)

INTRODUCTION: (General information about the base, time zone, weather patterns, and other items of interest which may not be in other publications or would assist the individual in getting to the base.)

MEDICAL FACILITIES. (Indicate special CHAP or CHAMPUS conditions.)

TEMPORARY ACCOMMODATIONS. (Availability, how to make reservations, telephone number, and rate.)

TRANSPORTATION TO THE BASE. (Include common carrier schedules if practical. Discuss any unusual local transportation problems.)

WHO TO CONTACT IN EVENT OF EMERGENCY WHILE ENROUTE:

PROVIDE KEY PHONE NUMBERS FOR BASE SERVICES. (Base taxi, billeting office, etc.)

★Travel and Moving Expense (the following remark is mandatory on each fact sheet upon next fact sheet revision):

There are income tax advantages associated with the cost of moving. You should keep records and receipts on *all* expenses incurred during your move including those incurred after you arrive at your new duty location (for example, travel expenses, meals and lodging, meals and lodging while occupying temporary quarters, expenses attributable to the sale, purchase or lease of your residence, etc.) After you have completed your move, consult your organization's legal assistance officer who will assist you in preparing the proper tax forms.

INTRO SPONSORSHIP QUESTIONNAIRE

PRIVACY ACT STATEMENT

This information questionnaire is authorized for solicitation by Federal Statute Title 10, U.S.C., Section 8013 Executive Order 9397 and AFR 35-35.

The information from this questionnaire will be used by the base INTRO program manager to assess the operating efficiency of the INTRO program and to ensure that your arrival on this base has been as pleasant and informative as possible.

Although participation in this survey is entirely voluntary, you are encouraged to complete it. Provide the INTRO program manager with information concerning your arrival. No adverse action of any kind may be taken against any individual who elects not to participate in any or all of this survey.

Name _____ **Grade** _____

Unit _____ **Duty AFSC** _____

Time in Service: Years _____ **Months** _____

Date and time of arrival on base _____

Today's date _____

In the questions that follow, please circle each of the answer choices that apply.

1. **What was your last duty status before coming to this base?**
   a. Airman student at Basic Military Training
   b. Airman student at a Technical Training Center
   c. Other, specify _____

2. **Did you complete an AF Form 60, Sponsor Information, before leaving your last duty station?**
   a. Yes
   b. No

3. **Which of the following did you receive prior to arriving at this station?**
   a. Welcome letter from my new unit commander
   b. Welcome letter from my sponsor
   c. Sponsor kit (base information package)
   d. None of the above

4. **Did you have a sponsor appointed before your arrival at this base?**
   a. Yes, and the sponsor met me when I arrived at this base
   b. Yes, but the sponsor did not meet me when I arrived at this base
   c. No, but one was appointed as soon as I arrived
   d. No, I want one but I still don't have one
   e. No, I did not want one

change 1 5. Did anyone ~~accompany~~ assist you ~~to the UBPO~~ with your base in-processing?
   a. No
   b. Yes, sponsor
   c. Yes, friend
   d. Yes, other

change 1 6. Were you advised upon ~~your~~ arrival ~~at this base to report to the INTRO program manager at~~ to contact the 24-hour arrival point for assistance?
   a. Yes
   b. No

Please provide any comments which you feel would be of value in making the INTRO program as responsive as possible to the needs and desires of newly arriving personnel.

Thank you for completing this questionnaire.

APPENDIX G

LIST OF INTERVIEWS CONDUCTED CONCERNING CIVILIAN RELOCATION PROGRAMS

Beck, Annette, Relocation Coordinator, Adolph Coors Company, Golden, Colorado, 12 August 1980.

Field, Molly H., Employee Benefits Representative, Gulf States Utilities, Beaumont, Texas, 11 August 1980.

Froehlich, G.R., Manager - Employee Relations, Johns-Manville Products Corp., Lompoc, California, 15 August 1980.

Gilmir, Marjorie, Relocation Administrator, Diamond Shamrock Corp., Cleveland, Ohio, 7 August 1980.

Grieco, Nick, Manager of Employee Relocation Services, FMC Corp., Philadelphia, Pennsylvania, 11 August 1980.

Hord, Terry, Summer Intern, Cummins Engine Co., Inc., Columbus, Indiana, 11 August 1980.

Jones, Marjorie, Director of Personnel, NCR Corp., Dayton, Ohio, 12 August 1980.

Kerney, R. Howard, Relocation Administrator, The Upjohn Co., Kalamzaoo, Michigan, 12 August 1980.

Lamb, Karin, Corporate Manager of Personnel Programs, Baxter-Travenol Laboratories, Deerfield, Illinois, 11 August 1980.

Martin, Helen, Employment Representative, Title Insurance Co., Los Angeles, California, 14 August 1980.

Nielsen, James M., Manager of Corporate Relocation Services, Eastman Kodak Co., Rochester, New York, 11 August 1980.

Richardson, Mark, Manager of Management Employment, Hanes Knitwear Division, Winston-Salem, North Carolina, 11 August 1980.

Sarahan, Charles, Assistant Director of Bank Supervision, Federal Deposit Insurance Corp (FDIC), Washington, D.C., 12 August 1980.

Thomas, Dave, Manager of Employee Services, The Goodyear Tire and Rubber Co., Akron, Ohio, 11 August 1980.

Walsh, Mrs., Benefits Administrator, Emery Air Freight Corp., Wilton, Connecticut, 11 August 1980.

APPENDIX H

(c)(continued)
survivor. (Supreme Court Decision, McKart vs U.S. - May 26, 1969, No. 404 - October Term, 1968)

(f) In cases not specifically covered by this which, in the opinion of the commanding officer, are within its intent, the Commandant (G-P) will be advised of the circumstances and a decision requested.

4-A-4 SPONSOR SERVICE

(a) General. It is appropriate that most Coast Guard families rely on the community to provide housing and other family support services. It is important from many standpoints that they know enough about the community in advance so that they are able to make informed decisions on where they can expect to find housing and other services that will adequately satisfy their particular needs. There is little argument that relocating to a new duty station and getting established in a new community can be a trying experience. Some members require little or no assistance while others have unique requirements that cannot be met by providing just a standard packet of information. The individualized assistance and support a member and his dependents receive from the new command can set the tone for the tour and significantly impact on the member's satisfaction or dissatisfaction with Coast Guard life. Positive command interest and sponsor enthusiasm is invaluable at this critical time in attitude formulation and support at all levels is required to insure effectiveness of the program.

(b) Procedures

(1) Assignment of a sponsor is mandatory for:

a. All personnel on PCS orders to or from an overseas unit, or to a unit scheduled to be deployed on an extended assignment at the time of the member's reporting date.

b. Personnel on initial PCS orders (recruit training graduates, Academy graduates, OCS graduates, etc.). Training command curricula should provide a description of the Coast Guard Family Housing Program including a description of Government housing, leased housing; pay concepts; eligibility criteria; housing referral; sponsor program. See subparagraph (7) for special procedures for recruit training centers.

(2) Sponsors will be assigned to other personnel when requested.

(3) All personnel requiring or desiring a sponsor shall have one assigned who is preferably, but not necessarily, of similar circumstances. If a sponsor cannot feasibly be assigned from the member's new unit, assistance should be requested from other units in the same geographic area.

(4) It is not considered necessary that the designated sponsor duplicate the efforts of an established HAIL (Housing Referal) office. Wherever HAIL resources are available they should be used to coordinate sponsor services. At those units where HAIL offices have not been established, a designated sponsor shall be responsible for:

a. Contacting the incoming member or his family, to determine what can be done to assist them. A telephonic contact is recommended whenever possible. In this connection, the use of FTS is authorized in CONUS and the use of AUTOVON is authorized wherever available.

b. Providing information and assistance which would include, but not be limited to:

1. Availability of housing; i.e., Government owned or leased, private rental areas, general costs, etc.

2. Arrangements for temporary lodging until the member is able to make a permanent establishment.

3. Type and location of medical facilities.

4. Information concerning public transportation, car pools, parking, etc.

4-A-4(b)(4)b. 5. Location of or lack of commissary and exchange facilities.

6. Location of schools and special education facilities as required.

7. General information concerning recreational facilities.

8. Special clothing requirements.

(5) In cases where concurrent travel is not being performed, the receiving units shall pay particular attention to insure that the dependents involved are provided the benefits of this program when area entry is authorized.

(6) Navy Sponsor Notification (Form NAVPERS 1330/2) will be used in connection with the sponsor services. Transferring units will complete this form and forward it to the member's destination as soon as possible after the receipt of orders.

(7) When units assignments are made at CG Training Centers, Cape May and Alameda, all married recruits as well as those single recruits ordered to a unit without quarters available, shall be furnished form NAVPERS 1330/2. The completed form should include the telephone number at the member's leave address and the form should be mailed immediately to the new duty station. These recruits should be advised to expect added expenses in connection with the initial cost of deposits and advance rent. Receiving units should take immediate action to contact the member because of the tight time frame from the time unit assignments are made to the time the graduate departs from the recruit training center. If the recruit has departed before contact is made, every attempt should be made to communicate with the graduate at his leave address.

4-A-5 TRANSFER ORDERS

(a) General. Transfer orders are not travel orders, but constitute the basic authority for issuing travel orders.

(b) Transfer Orders Issued by the Commandant

(1) Officers. Message transfer orders may be issued for permanent change of station for officers. However, travel orders are normally issued by the Commandant as set forth in Article 4-D-20. Transfer orders directing temporary additional duty may be issued in letter or message form.

(2) Enlisted Personnel

a. Transfer orders issued by the Commandant directing temporary additional duty for enlisted personnel will be issued in letter or message form.

b. Transfer orders directing permanent change of station orders will be issued by letter, message or the Enlisted Transfer Order. The Enlisted Transfer Order (ETO) is normally issued weekly and numbered in sequence for each fiscal year as 1-75, 2-75, etc.

c. A list of explanatory notes which are required to be completed prior to detachment peculiar to certain types of orders are contained in Appendix 4-5. Applicable instructions will be referred to by designated letters in ETO and message orders.

(c) Transfer Orders Issued by District Commanders. District commanders may use a format similar to the Enlisted Transfer Order or may issue enlisted transfer orders in letter or message form.

(d) Action Upon Receipt of Transfer Order. When a command receives orders for the transfer of enlisted personnel, the travel order issuing officer shall comply with the provisions of Article 4-C-10, and advise the transferring authority immediately if the individual is not considered qualified for the assignment.

(e) Signatures. Transfer orders will be signed by those officers authorized by Article 4-A-2 to transfer personnel and such staff or subordinate officers as are designated in writing to sign transfer orders originating within the command. Facsimile signatures are not authorized except on Enlisted

APPENDIX I

ALDIST 069/80 03 MARCH 1980

COMDTNOTE 11101

FROM G-P

ADVANCE CHANGE TO CHAPTER 4 PERSMAN/MANDATORY ASSIGNMENT OF SPONSOR AND ENDORSEMENT TO TRAVEL ORDERS REGARDING RELEASE FROM MANDATORY ASSIGNMENT TO GOVERNMENT HOUSING

A. PERSMAN (CG-207)

1. RECENT POLICY CHANGE NOW REQUIRES THE MANDATORY ASSIGNMENT OF A SPONSOR FOR ALL PERSONNEL ON PCS ORDERS. ACCORDINGLY, THE RECEIVING UNIT WILL PROVIDE SPONSOR SERVICES TO ALL MEMBERS (MARRIED AND SINGLE). IT IS IMPORTANT FROM MANY STANDPOINTS THAT MEMBERS KNOW ENOUGH ABOUT THE COMMUNITY IN ADVANCE SO THAT THEY ARE ABLE TO MAKE INFORMED DECISIONS ON WHERE THEY CAN EXPECT TO FIND HOUSING AND OTHER SERVICES THAT WILL ADEQUATELY SATISFY THEIR PARTICULAR NEEDS. SOME MEMBERS REQUIRE LITTLE OR NO ASSISTANCE WHILE OTHERS HAVE UNIQUE REQUIREMENTS THAT CANNOT BE MET BY PROVIDING JUST A STANDARD PACKET OF INFORMATION. POSITIVE COMMAND INTEREST AND SPONSOR ENTHUSIASM IS INVALUABLE AT THIS CRITICAL TIME IN ATTITUDE FORMULATION. SUPPORT AT ALL LEVELS IS REQUIRED TO INSURE EFFECTIVENESS OF THE PROGRAM. IN ORDER TO PROMULGATE THE POLICY WITHOUT FURTHER DELAY, PENDING THE RECEIPT OF A CHANGE TO REF A INSERT THE FOLLOWING PARAGRAPHS TO ART 4-A-4(B):

(1) ASSIGNMENT OF A SPONSOR BY THE NEW COMMAND IS MANDATORY FOR ALL PERSONNEL ON PCS ORDERS.

(2) PERSONNEL ON INITIAL PCS ORDERS (RECRUIT TRAINING GRADUATES, ACADEMY GRADUATES, OCS GRADUATES, ETC.) SHOULD BE PROVIDED ADDITIONAL FIRST TIME INFORMATION ON THE COAST GUARD HOUSING PROGRAM WHICH INCLUDES A DESCRIPTION OF GOVERNMENT OWNED HOUSING, LEASED HOUSING, AND THE ELIGIBILITY REQUIREMENTS FOR BOTH; HOUSING REFERRAL, BASIC ALLOWANCE FOR QUARTERS CONCEPTS, AND THE SPONSOR PROGRAM, ALL AS PART OF THE TRAINING COMMAND CURRICULA. SEE PARAGRAPH (7) FOR ADDITIONAL SPECIAL PROCEDURES FOR RECRUIT TRAINING CENTERS.

(3) ALL PERSONNLL SHALL HAVE A SPONSOR ASSIGNED WHO IS PREFERABLY, BUT NOT NECESSARILY, OF SIMILAR CIRCUMSTANCES. IF A SPONSOR CANNOT FEASIBLY BE ASSIGNED FROM THE MEMBERS NEW UNIT, ,SSISTANCE SHOULD BE REQUESTED FROM OTHER UNITS IN THE SAME GEOGRAPHIC AREA.

(4) WHEN UNIT ASSIGNMENTS ARE MADE AT CG TRAINING CENTERS, CAPE MAY AND ALAMEDA, ALL RECRUITS SHALL BE FURNISHED FORM NAVPERS 1330/2. THE COMPLETED FORM ... AT HIS LEAVE ADDRESS.

2. ADDITIONALLY, INSTANCES HAVE OCCURRED WHEREBY MEMBERS HAVE MADE ARRANGEMENTS FOR HOUSING IN THE CIVILIAN COMMUNITY WITHOUT CONTACTING THEIR NEW COMMAND. THIS SITUATION IS TROUBLESOME IN THOSE INSTANCES WHERE ASSIGNMENT TO GOVERNMENT HOUSING IS MANDATORY AND HAS RESULTED IN MEMBERS BEING FORCED TO VACATE CIVILIAN HOUSTNG AT OWN EXPENSE. IN ORDER TO ENSURE THAT MEMBERS DO NOT MAKE ARRANGEMENTS FOR HOUSING IN THE CIVILIAN COMMUNITY WITHOUT OBTAINING A RELEASE FROM MANDATORY ASSIGNMENT TO GOVERNMENT HOUSING FROM THEIR OWN COMMAND, INDIVIDUAL ACKNOWLEDGEMENT MUST BE OBTAINED. IN ORDER TO PROMULGATE THE ABOVE POLICY REGARDING RELEASE FROM MANDATORY ASSIGNMENT TO GOVERNMENT QUARTERS WITHOUT FURTHER DELAY, PENDING THE RECEIPT OF A CHANGE TO REF (A), INSERT THE FOLLOWING SENTENCE TO ARTICLE 4-D-20(B) BLOCK 11:

> BLOCK 11 ENTER ADDITIONAL INSTRUCTIONS...LIST ADDITIONAL MEMBERS. ALL TRANSFER ORDERS MUST CONTAIN THE FOLLOWING STATEMENT: "A RELEASE FROM MANDATORY ASSIGNMENT TO GOVERNMENT HOUSING MUST BE OBTAINED FROM YOUR NEW COMMAND PRIOR TO PROCURING HOUSING IN THE CIVILIAN SECTOR OF THE AREA OF YOUR NEW DUTY STATION. (SEE (C) BELOW)"

3. THIS CHANGE IS EFFECTIVE IMMEDIATELY UPON RECEIPT AND WILL BE INCORPORATED IN A FORTHCOMING CHANGE TO REF (A).

DRAFTED BY: G-P

COMDT COGARD 031810Z MAR 80
RB

APPENDIX J

DEPARTMENT OF TRANSPORTATION
UNITED STATES COAST GUARD

MAILING ADDRESS:
U.S. Coast Guard (G-PS)
Washington, D. C. 20593
PHONE: (202) 426-6482

COMDTNOTE 11101
2 APR 1980

COMMANDANT NOTICE 11101 CANCELLED: 2 OCT 1980

Subj: Relocation Assistance Upon Transfer

1. PURPOSE. With the peak transfer season due to begin, the Office of Personnel reminds all members that relocation assistance is presently available through (1) commercial home-finding services for prospective buyers, and (2) permissive orders (authorized absence) to search for a new residence.

2. DISCUSSION.

   a. Commercial home-finding services are available at NO COST to the individual. The firms providing this service function as your representative to real estate brokers and in this capacity their compensation is provided through co-brokerage commissions. Generally home finding services include: (1) professional personal counselling in order to guide the buyer into the most suited area within a community; (2) a community package which contains local information regarding schools, taxes, recreation, utilities, and other special interest items; and (3) follow-up interviews to determine whether the selected community area is appropriate and whether the services by particular real estate brokers are satisfactory. The advantages to the member would be early familiarization to the new community, thereby reducing home search time and the attendant temporary living expenses. It must be understood that the only connection the Coast Guard has with these commercial firms is to pass the information about their program on to you. You are under no obligation to use these services and may participate or discontinue using them as you wish. For information on how to take advantage of home location services, write to: Commandant (G-PS-7), Washington, D.C., 20593.

DISTRIBUTION - SDL No. 110

	a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p	q	r	s	t	u	v	w	x	y	z
A	3		3	3	3	3	3	3	2	2	2	1	2	2	2	1	1	1	1	1	2	2				
B		4	10	2	12	3	10	10	3	3	3	3	2	10	1	2	2	10	2	2	2					
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NON-STANDARD DISTRIBUTION:

COMDTNOTE 11101

2 APR 1980

2. b. The new policy of allowing permissive orders to search for a new residence is intended to allow 5 consecutive working days of authorized absence to search for a residence at the new duty station. The 5 working day period may be combined with leave or liberty; it may not be combined with travel or proceed time. Permissive orders should be issued by the authority of the commanding officer of the old duty station. It has normally been the province of the commanding officer at the new duty station to grant special liberty to allow a recent arrival time to settle their affairs upon reporting aboard. All personnel who need to search for a new residence whether married or single, home-owner or renter, may be authorized administrative absence through permissive orders.

3. ACTION. All commands shall disseminate this information as widely as possible.

W. H. STEWART
Chief, Office of Personnel

APPENDIX K

A BILL

To amend chapter 13 of title 14, United States Code, to provide relocation assistance for Coast Guard personnel, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

SECTION 1. Chapter 13 of title 14, United States Code, is amended by inserting after section 475 the following new section:

"§475a Relocation Assistance

(a) Under such regulations as the Secretary may prescribe and to the extent considered necessary and appropriate, as provided therein, appropriations or other funds available to the Coast Guard for administrative expenses are available for the payment of all or part of the following costs incident to the transfer of Coast Guard members from one duty station to another duty station for performance of permanent duty:

"(1) Expenses incurred as a result of the sale of a member's residence at the old duty station and purchase of a home at the new duty station. Reimbursement for brokerage fees on the sale of the residence and other expenses under this paragraph may not exceed those customarily charged in the area where the residence is located. Reimbursement may not be made for losses on the sale of the residence.

"(2) Expenses incurred as a result of any increase in the interest rate for a member's home mortgage at the new duty station in comparison to the interest rate on the member's home mortgage at the old duty station. The mortgage interest rate at the new duty station used in calculating the difference in mortgage interest rates between the old and new duty stations may not exceed the rates customarily charged in the area where the new residence is located.

"(3) Costs of providing commercial relocation assistance, including, but not limited to, payment of service fees for contracted home buying services.

"(b) The Secretary may delegate, and authorize successive redelegation of, any of the duties or powers conferred on him by this Act.".

SECTION 2. The table of sections at the beginning of chapter 13 of title 14, United States Code, is amended by inserting after the item relating to section 475 the following new item:

"475a. Relocation Assistance.".

APPENDIX L

DEPARTMENT OF TRANSPORTATION
UNITED STATES COAST GUARD

LT S.E. FROEHLICH
3104 Magyar Place
Marina, Ca. 93933

30 July 1980

From: LT Steven E. FROEHLICH 571-88-3633, USCG
To :

Subj: Coast Guard Sponsor Program Survey

1. I am presently a student at the Naval Postgraduate School, Monterey, California, in the Human Resources Management curriculum. My graduate thesis is in the area of career transitions in the military, specifically looking at and evaluating the Coast Guard Sponsor Program. The enclosed questionnaires will provide data for my thesis research. I am writing to ask for your cooperation and assistance with the completion of these questionnaires. I feel that each member of the Coast Guard who has ever been moved PCS is a source of information, attitudes, and suggestions which can be used to improve the Coast Guard Sponsor Program.

2. Enclosed you will find 4 separate questionnaires. Each questionnaire should take no longer than 10 minutes to complete. The first questionnaire is for Commanding Officers/Officers-In-Charge only. The last 3 questionnaires are for other unit personnel, both officer and enlisted. In addition to providing background and historical data on the Sponsor Program, the questionnaires gather information on the reactions of personnel to the Sponsor Program as they have experienced it.

3. I would appreciate your assistance in the selection of the other 3 unit personnel who will complete the questionnaire. Please select a sample made up of both officers and enlisted personnel, if both are assigned to your unit, which roughly corresponds with the make up of your unit as a whole. For example, if you have more enlisted men than officers, pick two enlisted and one officer. If you have more officers than enlisted, pick two officers and one enlisted. If your unit is composed of either all officers or all enlisted men, the questionnaire will be given to only those personnel.

4. These questionnaires are all <u>anonymous</u> - names are neither required nor requested. All responses will remain <u>confidential</u>, and at no time will the names of the units/commands

surveyed be indicated. Each questionnaire has its own instructions, as well as a stamped return envelope. Upon completion of the survey, simply put the questionnaire in the return envelope and drop it in the mail.

5. I appreciate your assistance and cooperation in this matter. If at all possible, I would appreciate having the questionnaires completed and mailed back within 10 days. Again, thank you very much.

APPENDIX M

SPONSOR PROGRAM QUESTIONNAIRE
FOR COMMANDING OFFICER/OFFICER-IN-CHARGE

INTRODUCTION

This questionnaire is part of a study that is being done concerning the Coast Guard Sponsor Program. Your responses to this survey will be combined with similar information from other Coast Guard personnel and used for statistical analysis.

Your participation in this survey is voluntary. You are encouraged to provide complete and honest information, but you are not required to answer any question(s) you consider objectionable.

This survey is anonymous. Please do not write your name on either your questionnaire or the return envelope. All responses will be completely confidential and will in no way be used to evaluate you or your unit.

INSTRUCTIONS FOR COMPLETING THE QUESTIONNAIRE

1. If a number of possible answers are given for a question, please circle the number in front of your answer.

Example: What color is your hair?

1. Brown
(2) Black
3. Blonde
4. Red

2. If the question asks you to provide some information, please write it in on the line following the question.

Example: How old were you on your last birthday? 26 years

Example: When did you report aboard your present unit? FEB 1979
month year

3. A return envelope is provided with the questionnaire. Upon completion of the survey, simply place the completed questionnaire in the return envelope and put it in the mail.

THANK YOU FOR YOUR HELP

1. Is your unit an afloat or a shore command?

   1. Afloat 2. Shore

2. Where is your unit located/homeported?

   1. Continental U. S.
   2. Other U. S. State/Possession
   3. Foreign Country

3. What is your present pay grade?

   1. E-6 or below
   2. E-7/E-8/E-9
   3. W-1/W-2/W-3/W-4
   4. O-1
   5. O-2
   6. O-3
   7. O-4
   8. O-5
   9. O-6

4. On what date did you assume the duties of Commanding Officer/Officer-In-Charge? _____
   day month year

5. Did you know about the Coast Guard Sponsor Program before it became mandatory on 3 March 1980 to assign sponsors to all incoming personnel?

   1. Yes 2. No

6. Did your present unit have a Sponsor Program in which the assignment of sponsors was mandatory for all incoming personnel before the Coast Guard made it mandatory in ALDIST 069/80 of 3 March 1980?

   1. Yes 2. No

7. Do you feel that the Sponsor Program as outlined in the Coast Guard Personnel Manual and ALDIST 069/80 is a worthwhile program?

   1. Yes 2. No

8. Do you feel that it should be mandatory to assign sponsors to all personnel on PCS moves?

   1. Yes 2. No

9. What recommendations can you give for improving the Coast Guard Sponsor Program?

   _____

   _____

   _____

   _____

APPENDIX N

SPONSOR PROGRAM QUESTIONNAIRE FOR UNIT PERSONNEL

INTRODUCTION

This questionnaire is part of a study that is being done concerning the Coast Guard Sponsor Program. You are being asked to respond to a series of questions about personal experiences with the Sponsor Program. Your responses to this survey will be combined with similar information from other Coast Guard personnel and used for statistical analysis.

Your participation in this survey is voluntary. You are encouraged to provide complete and honest information, but you are not required to answer any question(s) you consider objectionable.

This survey is anonymous. Please do not write your name on either your questionnaire or the return envelope. All responses will be completely confidential and will in no way be used to evaluate you or any other person.

INSTRUCTIONS FOR COMPLETING THE QUESTIONNAIRE

1. If a number of possible answers are given for a question, please circle the number in front of the answer that best fits you or your experiences.

Example: What color is your hair?

1. Brown
2. Black
3. Blonde
4. Red

2. If the question asks you to provide some information, please write it in on the line following the question.

Example: To the nearest year and month, how long have you been in the Coast Guard? 12 years 5 months

Example: When did you report aboard your present unit? FEB 1979
month year

3. A return envelope is provided with the questionnaire. Upon completion of the survey, simply place the completed questionnaire in the return envelope and put it in the mail.

THANK YOU FOR YOUR HELP

SECTION A MILITARY BACKGROUND INFORMATION

1. What is your present pay grade?

1. E-1 to E-3
2. E-4
3. E-5
4. E-6
5. E-7
6. E-8
7. E-9
8. W-1
9. W-2
10. W-3
11. W-4
12. O-1
13. O-2
14. O-3
15. O-4
16. O-5
17. O-6

2. Are you currently assigned to a ship?

1. Yes
2. No

3. Where is your unit located/homeported?

1. Continental U. S.
2. Other U. S. State/Possession
3. Foreign Country

4. To the nearest year and month, how long have you been in the Coast Guard? _____years_____months

5. In your Coast Guard career, have you graduated from:

1. Recruit training and OCS
2. Recruit training only
3. OCS only
4. Coast Guard Academy
5. None of these

6. When did you report aboard your present unit? _____
month year

7. How do you feel about your present duty station/unit?

1. Very Dissatisfied
2. Somewhat Dissatisfied
3. Neutral
4. Somewhat Satisfied
5. Very Satisfied

8. How do you feel about your current geographical location?

1. Very Dissatisfied
2. Somewhat Dissatisfied
3. Neutral
4. Somewhat Satisfied
5. Very Satisfied

9. How do you feel about the military as a way of life?

1. Very Dissatisfied
2. Somewhat Dissatisfied
3. Neutral
4. Somewhat Satisfied
5. Very Satisfied

10. How many permanent change of duty station (PCS) moves have you made in your Coast Guard career?

1. 1
2. 2
3. 3
4. 4
5. 5 or more

SECTION B SPONSOR PROGRAM INFORMATION

11. During your Coast Guard career how many times have sponsors been assigned to you for PCS moves?

0. 0
1. 1
2. 2
3. 3
4. 4
5. 5 or more

12. After receiving orders to your present duty station/unit was a sponsor assigned to you?

1. Yes
2. No

Please answer questions 13 through 24 for the most recent PCS move you made in which a sponsor was assigned to you from your new unit. In other words, if a sponsor was assigned to you for your move to your present unit, answer the questions for that move. If a sponsor was not assigned to you for your move to your present unit, remember back to the last move in which a sponsor was assigned to you. If you have never had a sponsor assigned for a PCS move skip to question 25.

13. A. Were you in touch with your sponsor before you departed from your previous unit?

1. Yes
2. No

B. If yes, how?

1. By letter
2. By phone call
3. In person
4. Combination of 1, 2 and 3
5. Other _____(please specify

14. Which of the following was true about your sponsor's pay grade?

    1. It was the same as yours.
    2. It was senior to yours.
    3. It was junior to yours.

15. Was the assigned sponsor the same rating as you were? (Enlisted only)

    1. Yes
    2. No

16. A. Did you use your sponsor's services before or during your move?

        1. Yes
        2. No

    B. If yes, to what extent did your sponsor's services help you during the move?

        1. Not At All
        2. Very Little
        3. Some
        4. A Great Extent
        5. A Very Great Extent

17. How much information concerning your new duty station/unit (e.g., working hours, uniform requirements, directions to unit) did your sponsor provide you?

    1. None
    2. Very Little
    3. Some
    4. A Great Deal
    5. A Very Great Deal

18. How much information concerning your new job assignment (e.g., duties, responsibilities, etc.) did your sponsor provide you?

    1. None
    2. Very Little
    3. Some
    4. A Great Deal
    5. A Very Great Deal

19. How much information concerning your new geographical area/location (e.g., neighborhoods, housing, schools, churches, etc.) did your sponsor provide you?

    1. None
    2. Very Little
    3. Some
    4. A Great Deal
    5. A Very Great Deal

20. Did your sponsor meet you when you arrived in the area?

1. Yes
2. No

21. Did your sponsor show you around the local area?

1. Yes
2. No

22. How would you rate your move to that duty station?

1. Very Difficult
2. Somewhat Difficult
3. Somewhat Easy
4. Very Easy

23. What was your marital status during your PCS move to that duty station?

1. Single - never married
2. Divorced
3. Separated
4. Widowed
5. Married

24. To what extent do you feel the Sponsor Program as you have experienced it is a worthwhile program?

1. None
2. Very Little
3. Some
4. A Great Extent
5. A Very Great Extent

25. Do you feel that it should be mandatory to assign a sponsor to all personnel making a permanent change of station?

1. Yes
2. No

26. A. Have you ever been a sponsor for another person?

1. Yes
2. No

B. If yes, did you volunteer or were you assigned?

1. Volunteered
2. Assigned/Appointed

27. What recommendations can you give for improving the Coast Guard Sponsor Program?

_____

_____

_____

_____

_____

SECTION C GENERAL BACKGROUND INFORMATION

28. What is your present marital status?

1. Single - never married
2. Divorced
3. Separated
4. Widowed
5. Married

29. How many dependents do you have? (Do not include yourself or your spouse.) _____

30. Are you male or female?

1. Male
2. Female

31. How old were you on your last birthday? _____years

32. What do you consider to be your main racial or ethnic group?

1. Afro-American/Black/Negro
2. American Indian/Alaskan Native
3. Hispanic/Puerto Rican/Mexican/Cuban/Latin/Chicano/ Other Spanish
4. Oriental/Asian/Chinese/Japanese/Korean/Filipino
5. White/Caucasian
6. Other_____(please specify)

APPENDIX O

(G-PTE-1/41)

(202) 426-9866

From: Commandant
To: Commander, Seventeenth Coast Guard District (p)

Subj: Coast Guard Sponsor Program Survey

1. LT Steven FROELICH is currently assigned to the Administrative Science (Personnel) curriculum at the U. S. Naval Postgraduate School in Monterey, CA, and as a part of his thesis research will soon be distributing a survey to various Coast Guard units in each District. The survey will serve to gather opinions of unit commanding officers and other personnel concerning the implementation of the Sponsor Program throughout the Coast Guard.

2. It is LT FROELICH's goal to determine what can be done to provide smoother transitions for Coast Guard personnel making permanent changes of station. He hypothesizes that improvements in this area are of vital importance in helping to increase job satisfaction and might thereby positively relate to increased retention. Although his research is of an unofficial nature, I fully expect that his resultant thesis will be reviewed by Headquarters for the possible adoption of his recommendations. This underscores the importance of his being able to gather the appropriate data.

3. I am fully supportive of his efforts and ask that you encourage any of your units receiving the survey to complete and return it as rapidly and accurately as possible. It is expected that LT FROELICH will mail his surveys between 15-30 July 1980.

4. Thank you for your assistance in this matter.

R. J. MARCOTT
By direction

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